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STRATEGIC PLAN FOR THE TARGET UNIVERSITY

volume 3

The PFRs: ambitions, organisation
Strategic Plan for the Target University (Université-Cible)

The PFRs: ambitions, organisation
Volume 3 of the Target University's Strategic Plan presents a summary of the project and the operations of each of the eight PFRs (training and research divisions) that will make up the Target University.

The following elements were developed during working groups that involved, for each PFR, the communities of the founding institutions concerned. They represent one step in the construction of the PFRs.

The generic operating and governance provisions applicable to all of the PFRs are described in Volume 1, Section 2.2. The research laboratories’ affiliations are specified in Section 9 of this document.

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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The creation of the “Biosciences and Pharmaceutical Sciences” (BSP) PFR provides an opportunity to develop a scientific project of excellence and a new and original study programme at the interface between biology, biochemistry and pharmacy.

Scientific project and scientific expertise

The BSP PFR’s scientific project is part of the IDEX “Bio-health and Society” priority area and is also part of the two main areas of excellence of the Auvergne-Rhône Alpes Region, “health” and “agriculture, agri-food and forestry”. It will be fully integrated into the Lyon ecosystem through its close contact with several socio-economic partners.

The PFR’s expertise means that it can integrate its research into the “One Health” concept, focusing on the functioning and health of all living beings and thus addressing questions relating to global change (urbanisation, climate change, etc.). This approach can be used to study the impact of disturbances on plant, animal and human health, as well as on ecosystem and environmental health, by considering the multiple and complex interactions between all of these actors. It relates to the study of molecular, physiological and pathological mechanisms, the study of processes related to the evolution of biodiversity and its functioning, and to the study of the adaptation of living organisms to these disturbances, such as the emergence of new pathogens. These studies are ultimately positioned in a continuum of applications in different fields, including therapeutic and ecological. The diversity of actors in the PFR makes it possible to use inter/pluridisciplinary approaches to consider these themes in an integrative way from the molecule to the ecosystem, not forgetting the cell, organisms, populations and communities (see Figure below).
be developed by drawing on the potential of 25 research units, including 15 primary affiliated (approximately 1,200 permanent staff) and 10 secondary affiliated (approximately 550 permanent staff) research units. These figures include permanent staff from all organisations and include professors working in other PFRs.

The PFR’s ambition will be:

- To have highly visible research in life sciences, pharmaceutical sciences and environmental sciences on the Lyon Saint-Étienne site, both nationally and internationally, stemming from the excellence of the research performed, with the objective of becoming a national reference centre for the “One Health” concept;
- To support the significant development of research in terms of publications and knowledge sharing as well as patent applications and start-up creation;
- To achieve a high level of attractiveness beyond the Lyon Saint-Étienne geographical area, leading the PFR to grow in size in the medium term; and
- To unite research forces in the Life Sciences field.

The BSP PFR will be based on cutting-edge tools/platforms and shared skills within transversal structures, currently grouped within the framework of the following research federations (FRs) and instrumental and observation sites: Environment and Health Research Federation (FR Bioenvironnement et santé), Lyon EST Federative Research Structure (SFR), BioSciences SFR, Biosyl SFR, CERESE (Evolutionary Sciences Resource Centre, Lyon 1 collections), Workshop Zones (ZAs): ZABR – Hwange (Rhône Basin Workshop Zone), OTHU (Field Observatory in Urban Hydrology), the Lyon and Saint-Étienne microscopy centres, and the PRABI (Rhone-Alpes Bioinformatics Centre). The BSP PFR will aim to open up all shared resources to the Target University academic community, regardless of the affiliation of the shared infrastructures (PFR or central).

Given the close proximity of the Biosciences and Pharmaceutical Sciences PFR and the Health Sciences PFR (PUSH), the BSP PFR proposes establishing an inter-PFR coordination committee with PUSH. The committee would comprise the directors/deputy directors of the two PFRs and the component heads, and would hold quarterly meetings to discuss joint policies for facilities, research and training on health sciences issues. The committee would also discuss the development of professor profiles at the science/health interface, new science/health training courses and interactions between health training courses, and responses to calls for proposals concerning the two PFRs.

Training ambitions

In terms of training courses, the PFR will be involved in three degrees in Science and Technology, Health with six courses in the Biosciences training and research unit (UFR) and three courses at Jean Monnet Saint-Étienne University (UJM). At Master’s level, 16 degrees will be open with a total of 37 courses, including an Erasmus Mundus+ international Master’s degree. In addition, the Lyon Institute of Pharmaceutical and Biological Sciences (Institut des sciences pharmaceutiques et biologiques de Lyon, ISPB) will offer a unique study programme for the Doctor of Pharmacy qualification with different fields: pharmacy, industry, research and internship. There will also be double degree courses: Pharmacist-Engineer, Pharmacist-Entrepreneur and Military-Pharmacist. This study programme will cover a total of 6,500 students.

The PFR’s vocational training and lifelong learning offering currently includes five professional diplomas available in work-study format, ten continuing education short courses and 11 university degrees. Professionalisation is being strengthened at the Bachelor’s and Master’s levels by developing work-study and double degree courses and by involving private sector professionals in professionalisation educational units (UEs) for general Bachelor’s degrees.
The PFR wishes to delegate the administrative and academic management of Bachelor's degree courses to the University Undergraduate School (EU1 C). The PFR therefore requests the necessary human and financial resources to manage the pedagogical aspects and development of these courses. It is essential to maintain research training from the Bachelor’s level as well as a strong relationship between the undergraduate and Master’s degrees, in particular through research laboratory internships for undergraduate students (L3).

The PFR will train about 400 doctoral students. The doctoral policy will ensure that CIFRE agreements (industry agreements for training through research) are developed in order to fund theses.

The PFR’s ambition for the next five years will be to revitalise and strengthen current training courses by capitalising on the broad spectrum of its actors’ skills and experience in order to improve student success. In addition, privileged links should be developed with other PFRs in terms of training courses. For example, interactions with the PUSH PFR relating to the evolution of health professions, inter-professional practices, simulation platforms and the health service, etc. Or strong interactions with the HSS of the Sciences and Humanities PFR, relating to shared training within the framework of the H20 University Research School (EUR) on water sciences.

International relations and research potential

The BSP PFR’s policy for the international development of research will be based on at least four actions:

- Funded bonuses to encourage research laboratories to welcome international interns;
- The sharing of calls for proposals with other interested PFRs in order to finance PhDs for international students;
- Missions to facilitate the implementation and development of thesis co-supervision with overseas institutions; and
- Shared organisation between research laboratories for the recruitment of international post-docs.

In addition, to strengthen the international dimension of its study programme, the objectives of the PFR over the next five years will be:

- To obtain funding for two new international training projects;
- To promote the internationalisation of its administrative and teaching structures, with incentive actions to internationalise part of its staff, training, procedures, documents, communication and partnerships in order to achieve student mobility objectives by the end of the period; and
- To welcome 10% international students and for 10% of its students to study abroad.

Governance

The BSP PFR’s governance will comprise a management team based on a “PFR board” and a “student affairs council” (CAVÉ), which will be the PFR’s training and research board (CFR). The management team will comprise ten people: the director of the PFR, who will sit on the Target University’s COMEX; three deputy directors, each elected by one of the three CAVÉ commissions; the directors of the PFR’s three constituent entities (Biosciences UFR, Institute of Pharmaceutical and Biological Sciences (ISPB): ISPB and Biology at the University of Saint-Etienne); the PFR’s administrative director; an elected BIATSS staff representative and an elected student representative.
The PFR’s board, chaired by the PFR director, will be made up of representatives of four colleges (25-30% elected from college A (full professors or equivalent), 25-30% elected from college B (associate professors or equivalent), 10-15% elected BIATSS staff, 10-15% elected students) and at least 25% outside members (organisations and institutions directly linked to the PFR). Invited members may attend board meetings.

The CAVÉ will draw on three commissions:

- The research commission, under the direction of the deputy director in charge of research;
- The training commission, under the direction of the deputy director in charge of training; and
- The resources commission, under the direction of the deputy director in charge of resources.

The commissions will be composed of elected representatives from the boards of each internal entity and of members directly elected to the commissions. The members of the three commissions will together elect the director of the CAVÉ. Invited members may attend CAVÉ sessions.

The democratic process that the BSP PFR intends to maintain implies that the PFR director will be elected by the PFR board. In the event the director is appointed by the governance of the Target University, the PFR wishes to be able to make a choice from several proposals made by the governance or to be able to make proposals.

As the PFR’s activities will be spread over four campuses (LyonTech-la Doua, Gerland, Santé Est and Saint-Etienne), it is suggested that central services be managed centrally with key contacts for the PFR, plus one local office per campus. In addition to the operational structures, functional and administrative services will also need to be put in place.

To this end, seven cells have been identified:

1. quality approach;
2. research transfer and project design engineering;
3. international relations;
4. interaction with other PFRs;
5. communication;
6. career monitoring; and
7. budget monitoring.

Within the framework of the administrative autonomy that the PFR plans to acquire by 2025, and when the necessary conditions are met, resources will be allocated at the PFR board level, with a strong willingness to support ambitious research and training projects and to develop international relations. The various administrative units and services essential for the proper functioning of the PFR will require, from its creation, staff with skills in administration, management, quality approach, research transfer, communication and, for international relations, bilingual French-English skills.

As payroll management will be entrusted to the PFR, the PFR’s board will propose job transformations and redeployments to meet specific or emerging needs. With the help of the CAVÉ, the PFR’s board will thus implement a genuine forward-looking HR policy in line with changing training and research needs.
The administrative management of the PFR will play a key role in the management of BIATSS staff. To this end, it will rely in particular on the administrative departments of the components and research units affiliated to the PFR.

Having BSP PFR actors on four campuses will require the presence of representatives (for students and staff) to establish and maintain inter-site contacts in order to develop a “sense of belonging” and interactions between PFRs.
02. LAW PFR

Introduction

The “Law” PFR will be co-constructed by the law faculties of Lyon 3 and Saint-Étienne to form the Law School as soon as the Target University is in place.

Comprising the training courses, research units and internal structures of the law faculties currently under the control of the Lyon 3 and Saint-Étienne universities and of the Centre for Critical Legal Research (UMR 5137 “Cercrid” Centre de Recherches Critiques sur le Droit), the Target University’s Law School will regroup two components:

- the Lyon Institute of Law (Institut de droit de Lyon) (art. L. 713-9 of the French Code of Education), which will be called the “Lyon Faculty of Law” (Faculté de droit de Lyon); and
- the Law training and research unit of Saint-Étienne (UFR Droit de Saint-Étienne), which will be named the “Saint-Étienne Faculty of Law” (Faculté de droit de Saint-Étienne).

It will bring together:

- 12,400 students;
- 80 BIATSS staff members; and
- around 190 professor positions, primarily in the following CNU sections (Conseil National des Universités, French National Council of Universities):
  - group I: private law (01), public law (02), history of law (03), political science (04);
  - group II: economics (05), management science (06);
  - group III: English and Anglo-Saxon languages and literature (11); and
  - group IV: history and civilisations (22).

It will be located on two sites:

- Lyon, which has several locations itself: Bourg-en-Bresse, Manufacture des tabacs/Quais, Gerland; and
- Saint-Étienne.

The Law School will be multidisciplinary in its composition and will offer demanding and ambitious training and research activities in the following key fields: law, management of health and social organisations, international relations, Francophone studies, security, defence and strategic studies.

The Law School will promote, at all levels, the most advanced interaction between training, research activities and professional circles and will develop a policy of international openness for its research and training courses. It will develop a network of training courses and scientific exchange partnerships that is already very dense and will work to further strengthen its relevance and responsiveness to the needs of the French Law Council (Conseil national du droit) and of professionals in terms of both training and research. It will also monitor, through specific indicators, the quality of its training and research with regard to the major challenges facing society and its development.

The PFR’s ambition: training, research, international focus

The Law School will group together all Target University courses in the relevant disciplinary fields. It will develop a highly demanding training programme, based on an indivisible package, continuous from the 1st to the 5th year, and a general training foundation employing a progressive professionalisation approach on its two campuses in Lyon and Saint-Étienne, as well as abroad. In
addition to its initial study programme of national degrees, it will offer a wide range of continuing and professional training and numerous university degrees and diplomas.

Solid, specialised training in a specific discipline, from undergraduate level onwards, is essential to best prepare students for the requirements of the various recruitment methods and the highly selective competitive entry process for the legal professions. Accordingly, the Law School’s training courses will not fall within the remit of the University Undergraduate School (EU1C), either from a pedagogical or an administrative point of view. However, transition points will be put in place with the latter to facilitate the reorientation of students.

With the support of the Target University and existing national systems, the Law School will attach particular importance to undergraduate studies, which are the main and natural entry point for legal studies. It will take into account the heterogeneity of the student population by proposing study arrangements that promote success in all its forms (school for success, law college “École Réussite, Collège de droit”) and will strive to attract the best baccalaureate holders, both through the academic recognition of the quality of its training and through its study programme, which will include high-level selective courses, in particular double degrees and international courses (College of Europe, “Collège européen de droit”). From the first year of the Bachelor’s degree, most of the teaching will be provided by professors. In accordance with the French national rules for undergraduate degrees, the Law School will ensure that students only move up to the 2nd year of their degree if they have a sufficient level to pursue higher legal studies. A selection will also be made at the beginning of the Master’s cycle.

To meet the specific needs of professionals, the Law School will also offer high quality face-to-face and distance continuing education, as well as a professional relations department designed to maintain the vitality of its networks and create an efficient alumni network.

Research activities, effective in both Saint-Étienne and Lyon, will be conducted by seven research units, including one joint research unit (UMR), as well as by several Chairs combining teaching and research as closely as possible.

In line with the scientific policy defined within the Law School, intensive individual and collective research will be carried out in each of its disciplinary fields. Research will also be conducted in a transdisciplinary manner within the PFR (law and health structures, for example) and outside the PFR (with research laboratories affiliated to other Target University PFRs). Existing collaborations, in particular with the UMR and the various research structures (CNRS, LABEX, MSH laboratories etc.) will be maintained and intensified, as will the participation of research units in national and international calls for projects. To achieve its ambitions, the Law School will implement rigorous recruitment procedures and will devote a significant part of its resources to its research units and their outreach, while encouraging them to benefit from the support of the IDEXLYON project.

The Law School will pursue an international development strategy in terms of both its training and its research activities. In general, it will strive to transmit a strong culture of openness to the world to its students, in particular through the teaching of comparative law and foreign law in addition to foreign languages. An active policy of inviting foreign professors will be pursued. Incoming and outgoing international student mobility will be strongly encouraged. The creation of a European law college is also envisaged. The Law School will offer national and university degrees abroad, particularly in Southeast Asia, the Middle East, South America and Africa, which will be open to local students, but also to any student interested in a foreign experience. The Law School will also present an Erasmus Mundus Joint Master Degree project.
The Law School will continue its quality approach with international and high-level doctoral training in order to award international doctoral degrees of excellence, financed and delivered within the timescale corresponding to the canons of the discipline.

Partnerships
In addition to the importance it attaches to international partnerships, the Law School will aim to maintain and further establish the role of actor in the socio-economic development of the Lyon Saint-Étienne region currently played by its constituent faculties with the legal, business and administrative worlds. Professionals will contribute to the teaching and will in turn have access to a comprehensive range of continuing education opportunities. Major events will be organised with the key local professional bodies, such as the Lyon and Saint-Étienne Bars, the regional council of notaries (conseil régional des notaires), notaries’ chambers, the Rhône-Alpes Bar School (École des avocats Rhône-Alpes), the courts of appeal and regional courts. The Law School will also seek to develop strong links with the other PFRs of the Target University, in terms of both training and research, by mobilising multi- and transdisciplinary resources (economics, management, health, history, sociology, engineering, etc.).

Governance of the PFR
The Law School will bring together the two law faculties of Lyon and of Saint-Étienne. In keeping with the identity and skills of its constituent faculties and their boards, the purpose of the Law School will be to develop joint projects for these faculties, both in training and research. The Law School will be headed by a director assisted by a deputy director. In order to avoid too great a dispersion of responsibilities and of the PFR’s activities, the director of the Law School will be one of the two deans and the deputy director the other dean.

The management committee will be composed of the director (a member of the Target University’s COMEX) and the deputy director, a director of research and a director of education. Other members may, if necessary, be appointed by the director with due regard for regional balance.

Regional balance will also be taken into account in the composition of the Law School board. It will include elected members (professors, BIATSS staff and students from the Lyon and Saint-Étienne law faculties), members from the socio-economic and legal world and from the administration representing the two regions. If necessary, it may also include ex officio members. The dean of the Saint-Étienne Law School will participate in the governance of the Saint-Étienne campus.

The PFR’s board will exercise the powers defined in Volume 1, Section 2.2.1. The dean of each faculty will have a right of veto over decisions made by the PFR’s board on any item falling within his faculty. In the event of a veto, the PFR’s director will propose arbitration after consultation, if necessary with the PFR’s board and the COMEX. If no solution is found, a conflict resolution procedure will be put in place.

On questions relating to careers and the recruitment of professors, the board will meet in restricted format with professors only. In terms of recruitment, the Law School will be committed to the national model, relying in particular on the role of the CNU.

The Law School will have a budget defined by the Target University based on a multiyear “objectives and resources contract” (COM) and may also benefit from its own income stemming from its activities. It will conduct an internal management dialogue while respecting the identities of its faculties.
addition to their funding, the faculties will receive their own revenue related to their respective training and research activities (in particular revenue from continuing training, university enrolment fees, apprenticeship tax, work-study contracts, research chairs and contracts).

Campus and student life

The Law School will pursue a campus policy: it will define a study programme that takes into consideration the needs and the national and international attractiveness of each of its campuses and the willingness to offer the entire curriculum in both regions. It will be necessary to organise reciprocal access to the service offers of both campuses, as well as to the shared digital resources. The Law School will also support student projects on each of its campuses.

Many actions for students are already in place, developed with the aim of promoting a rich and diverse student life, a factor for success, including assisting all student association structures. Events open to the city, and involving student participation, will be scheduled. A legal clinic will be available on the Lyon and Saint-Étienne campuses.
The “Education and Sport” PFR will bring together research and training activities in the fields of teaching, education, supervision and support for sports activities.

Based on a very strong professional identity for the relevant fields, it will offer, through diversified courses, an initial and continuing education offer based on research and providing access to a wide range of professional fields.

**Ambition**

This PFR will be dedicated to two major national and international challenges:

- Training teachers, trainers, executives and professionals in education and training, from early childhood instruction to higher education in a context of very strong societal change; and
- Training managers in the various fields of physical activity and sport.

Health education issues in the broadest sense of the term will play a prominent role in a largely interdisciplinary approach.

By presenting this PFR, the Target University wishes to position itself in these fields, nationally and internationally, by bolstering current high quality training courses with ambitious research, some aspects of which have yet to be organised or built. Developing international cooperation with leading countries in the field of education and sport (Canada, for example) will be a major challenge in this area.

Actions combining training and research and based on experimentation will be prioritised in close connection with the many partners who already work closely with the PFR’s founding entities: in addition to the rector’s office and the French Ministry of National Education (MEN), who are key partners for this PFR, the initiatives will involve local authorities, industry and the market economy, the social and solidarity economy, etc.

**Scope**

- The founding entities of the PFR are the Académie de Lyon’s ESPÉ, Lyon 1’s STAPS UFR, the STAPS and Educational Sciences departments of Jean-Monnet University Saint-Étienne, and the ENS French Institute of Education (ENS-IFE), giving a total of over 6,700 students.
- It will comprise around 480 staff, including 130 full professors and associate professors, 200 lecturers, and around 100 administrative, technical and library staff.

**Interdisciplinary research**

The PFR’s research areas will cover education sciences in various sectors as well as teaching and sports sciences (identified internationally by the Shanghai and QS world rankings). These rankings, together with other evaluation systems, define a number of indicators and targets for the PFR’s trajectory at the PFR level in line with the Target University’s overall strategy.
Research work will be structured in a non-exclusive way around five main themes: physical activity, education and health; pedagogies, curricula and disciplinary didactics; stereotypes and social representations; cognition, motor skills, spatiality, languages; educational practices and policies.

The PFR’s research themes are currently driven by several research laboratories (including the Science, Society, History, Education and Practices (S2HEP) research laboratory and the Education, Culture and Politics (ECP) research laboratory) and by numerous research units attached to other PFRs, in neuroscience, biomechanics and digital sciences. Roughly one third of the professors develop research activities in laboratories affiliated to other PFRs or even other institutions on the site.

The organisation and development of research within the PFR will be based on strong interactions with the other PFRs of the Target University and the institutions working on the same topics. Shared structures (SFRs, joint service units (UMSs), platforms, etc.) will be the tools for building these interactions.

In terms of doctoral policy, the diversity of the disciplines represented within the PFR will require doctoral students to be affiliated to one or more transverse doctoral schools with a certain level of interdisciplinarity, in conjunction with other PFRs, in the fields of science and health or the human and social sciences.

A study programme focused on professionalisation

The PFR’s training courses already constitute complete Bachelor’s / Master’s / doctoral programmes with diversified recruitment pools.

These courses allow students to specialise and gradually professionalise at all levels of study, with undergraduate, graduate and postgraduate degrees. The PFR operates doctorates in the two fields it covers.

The PFR intends to link all the specialties of the MEEF (teaching, education and training professions) Master’s degree, which are sometimes associated with the disciplinary components of the founding institutions.

Offering qualifications at all learning levels, the training courses aim to be highly professionalising, giving access to a wide variety of professions as illustrated in the diagram below.
Questions of university pedagogy and of adult and vocational training pedagogy are at the heart of the PFR’s training challenges. The PFR is expected to become a pioneer in these fields by, for example, developing the skills-based approach already widely implemented in existing training courses.

**Organisation and governance of the PFR**

The PFR’s governance will include a board, which will draw on three commissions:

- the training commission;
- the research commission; and
- the resources, jobs and skills commission.

The training and research commissions will together form the training and research board (CFR), equivalent to an academic board that meets in restricted form to consider individual cases.

The commissions will examine cases in their fields of competence, give opinions to assist the PFR’s board in its decision making, and may take up issues that fall within their field of competence.

The PFR will be headed by a director, appointed by the president of the Target University in consultation with the PFR’s governing bodies. The director will participate in the Target University’s COMEX.

He will be assisted by an executive board, which will drive the PFR’s policies, propose agendas to the board and decide on the actions to be taken for the PFR’s academic activities and its administrative functioning. It will be responsible for developing and monitoring the COM and the achievement of its objectives set within the framework of the Target University’s strategy.

The executive board will comprise the PFR’s director, a deputy director appointed by the director from a different entity and site than the director, the PFR’s administrative director and the heads of the three commissions.
The 40-member PFR board

The board may be composed as follows:

- 30 elected members from the PFR’s internal structures, including five students: ESPE, the graduate school for the teaching profession and education (6), IFE, the French Institute of Education (6), STAPS Lyon (6), STAPS Saint-Étienne (6) and the Saint-Étienne Department of Educational Sciences (6); and
- Ten outside members, proposed by the PFR director, in connection with the internal structures.

The PFR’s board will be competent on all subjects relating to the PFR’s activity. It will adopt the PFR’s statutes and internal regulations, define the training and research strategy in line with its scope, and decide on the allocation of resources among the PFR’s internal entities. It will approve the PFR’s COM submitted to the institution’s COMEX.

The training commission

The training commission will be composed of members elected within and from the PFR’s entities, including at least one representative per PFR constituent entity (ESPE, IFE, Saint-Étienne Department of Educational Sciences, STAPS Lyon and STAPS Saint-Étienne). If they are not members, the subject area heads for the Bachelor’s and Master’s degrees will have a standing invitation.

It will be responsible for all matters relating to training and university life and will ensure the coherence of the PFR’s study programme and its implementation. It will deal with questions relating to university life.

The research commission

The research commission will be composed of members elected within and from the PFR’s entities, including at least one representative per PFR constituent entity (ESPE, IFE, Saint-Étienne Department of Educational Sciences, STAPS Lyon and STAPS Saint-Étienne) and one representative for each research laboratory that is primary or secondary affiliated. Its members will comprise the directors of the SFRs whose activities are related to the PFR’s academic scope.

It will be responsible for examining dossiers relating to the PFR’s research policy: determination and proposal of strategic research orientations, examination of funding files, recruitment policies, etc.

The resources, jobs and skills commission

This commission will be composed of members from the PFR’s entities, including at least one representative per PFR constituent entity (ESPE, IFE, Saint-Étienne Department of Educational Sciences, STAPS Lyon and STAPS Saint-Étienne).

It will be responsible for examining dossiers relating to the resources employed to develop research and training policies. It will examine dossiers relating to the development of staff skills and to the recruitment policy on the various sites.

Strategic steering committee

The PFR will also have its own strategic steering committee, which will contribute to discussions on the definition of its objectives and trajectory within its academic field. It will be comprised entirely of members external to the Lyon Saint-Étienne site.
The School of Engineering’s vision and ambition

The global knowledge economy is increasingly based on a broad symbiosis between universities and the socio-economic world. This symbiosis is a source of innovation, bringing technological and societal challenges, requiring coupled approaches between disciplines, and between fundamental concepts and technical achievements.

Engineering has a particular role to play in this context, as a source of innovation and of new knowledge that will nourish the economic fabric and create value for the territory.

Located in the heart of the second largest industrial region in France and with many diversified and recognised engineering courses, the Target University aims to build a unified and nationally and internationally visible School of Engineering, bringing together the academic strengths of its founding institutions in the fields of engineering. This group will evolve towards a structure of Graduate Schools focused on top-level scientific and academic projects, highlighting the contributions of each of the founders and transforming them to the benefit of the site.

The School of Engineering will build on the convergence dynamics already at work on the site, supported by projects recognised by the PIA Investments for the Future programme (Labex, Equipex, Institut Carnot, EUR and ITE) or by shared platforms promoted by the site’s CNRS federations. Its scope includes 15 research units, 11 of which have a contract in place with the national research organisations.

It will promote the hybridisation of Master’s degrees in the field, the research laboratories and the engineering schools accredited by the engineering degree commission, the Commission des Titres d’Ingénieur (CTI). Its members will contribute to its attractiveness through their networks, industrial support and scientific collaborations.

With its structure open to local, national and international partners, the School of Engineering will combine schools, existing Master’s degrees and laboratories within Graduate Schools (GS), with the aim of ensuring national and international academic recognition in certain especially visible engineering fields where the site has strengths.

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1. IMUST: Centre of excellence in the fields of materials, processes and eco-technologies for which multidisciplinary research integrating physics, chemistry and engineering is essential. Concerns two PFRs.
2. MANUTECH-SISE: Mechanical, chemical and physical phenomena relating to surfaces and interfaces.
3. MILYON: Modelling, complexity and algorithms in maths and fundamental computer science.
4. MANUTECH-USD: High-speed realisation of multi-scale model surfaces.
5. Ingénierie@Lyon, Telecoms and Digital Society.
6. Manutech-Sleight
7. Supergrid institute
8. Whether they are public or have the status of Private Higher Education Institution of General Interest (Etablissement d’Enseignement Supérieur Privé d’Intérêt Général, EESPIG).
Missions

To achieve its ambitions, the School of Engineering will have three key missions:

- To provide top quality training to ensure students’ employability and professional integration;
- To stimulate scientific excellence by promoting programmes up to doctoral level in internationally recognized laboratories; and
- To offer courses adapted to a wide and diversified audience.

The details of these key missions are as follows.

In terms of training policy:

- Promote the diversity of both national and international audiences, through social inclusion tools, diversified recruitment channels and support mechanisms;
- Offer training courses open to international students, in initial training, work-study and lifelong learning. To achieve this ambition, the School of Engineering will set itself the objective that all Master's students, like engineering students, complete at least one semester abroad. Some of the courses will be offered in English to encourage international openness;
- Offer demanding courses and award Master's (bac+5), engineering (bac+5) and doctoral (bac+8) degrees based on research advances and in close collaboration with economic partners, the needs of society, and the development of knowledge, contributing to the international influence of the Target University. One objective is to significantly increase the number of doctoral students enrolled and the excellence of the theses defended.

The School of Engineering will continue to welcome diverse audiences from different recruitment processes. It will offer a wide range of learning paths and further education, fulfilling its dual mission of public service and excellence. The School of Engineering will ensure good connections between the different levels (undergraduate/post-graduate/docotral):

- At the undergraduate level, the School of Engineering will aim to contribute to the success of all of its students, taking into account their diversity, by participating in the EU1C. The School of Engineering will also develop double degree programmes and transition points at different levels and with other PFRs (e.g. with the STS PFR). In addition, it plans to propose new hybrid integrated arrangements to complement existing systems. The School of Engineering is not designed to develop a school preparatory cycle on its own. Instead, it contributes to the EU1C, with its strong commitment including teaching, targeted skills, pedagogical orientation, steering, etc. It also collaborates with other PFRs;
- At Bac+5 level, the Master's and engineering courses will be coordinated and cooperation between them will be encouraged, particularly within the GSs;
- The School of Engineering will contribute to the Target University’s doctoral training programmes and will strive to strengthen the excellence of the doctoral degree and to promote it in the socio-economic world. In conjunction with the Target University’s strategy, it will develop an ambitious policy for welcoming and supporting doctoral students in order to improve their working environment and increase the international attractiveness of the training through research.

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7 CITISE Initial Cycle in Information Technology at Saint-Etienne (Cycle Initial en Technologies de l’Information de Saint-Etienne): two-year TSE (Telecom Saint-Etienne) preparatory cycle at the end of which students can obtain a DU, the two-year Bachelor's degree (L2) in physics and the DUT GEII (Electrical Engineering and Industrial Computing) through a course shared with the Faculty of Science and Technology and the IUT of Saint-Etienne. PeiP (parcours des écoles d’ingénieur Polytech) : two-year preparatory cycle that gives access to all the schools in the Polytech network and that is based on an undergraduate degree course (Lyon 1 Bachelor’s of Mathematics for the scientific baccalaureate and UJM Bachelor’s of Science in Engineering (SPI) for the technological baccalaureate).
In terms of research, the School of Engineering is committed to:

- Ensuring a continuum between fundamental and application-oriented research by drawing on the site’s development tools (subsidiaries, competitiveness clusters, clusters, SATT, etc.). The School of Engineering will ensure the harmonious development of all aspects of engineering. The level of academic recognition (publications, research programmes, international visibility, etc.), as well as that of research transfer (contracts, patents, etc.), will be accompanied by indicators designed to enable the structure to be managed according to its objectives;
- Pursuing a bold policy based on identifying and strengthening key areas of focus, while ensuring support for other themes and the emergence of ambitious new research objectives.

The School of Engineering will contribute to the development of the local region. Roanne, for example, will be the subject of a specific project involving Polytech Lyon and the Industrial Engineering Department of the Faculty of Science and Technology (FST) at the Jean Monnet University Saint-Étienne (UJM).

The Graduate Schools’ (GS) ambition

The School of Engineering will initially rely on existing entities, which it aims to combine within the Graduate Schools, which will form the backbone of the PFR. These academic elements, designed to strengthen the capacity to develop ambitious and innovative projects, are intended to constitute the structure of the School in due course.

Established for an intentionally limited number of subjects, the GSs will help to develop their national and international visibility and attractiveness. The objective is to stimulate the links between training and research and between individual training courses (engineers and Master’s), as well as links with the socio-economic world.

To appear, a GS will have to demonstrate proven academic recognition and international visibility, both in research and in training. It must have a potential for excellence, guaranteeing its development.

The site has significant assets within its research laboratories, engineering schools and Master’s degrees. Following the example of surface engineering with the EUR MANUTECH SLEIGHT, the following key areas are envisaged as the starting point for the Graduate Schools: POLYMER MATERIALS, MEDICAL DEVICES, ELECTRICAL ENGINEERING and COMPUTER SCIENCE AND DATA. Five GSs would thus support the launch of the PFR.

Some subjects could be developed or be linked to other PFRs:

- Chemistry, process engineering, biotechnology and materials, with the Sciences and Humanities and BSP PFRs, for example;
- Artificial intelligence with the Sciences and Humanities PFR; or
- Health engineering with the PUSH PFR.

Scope

The School of Engineering will be composed of the following entities:

- The Physics, Computer Science, Chemistry and Engineering and Industrial Sciences departments of the Jean Monnet University, Télécom Saint-Étienne, and the research laboratories grouped together in the “Saint-Etienne Manufacture” entity in the form of a group of components; and
- The Electrical Engineering, Process Engineering and Computer Science departments, the Polytech School of the Claude Bernard Lyon 1 University and the research laboratories grouped in the “Doua Ouest” entity in the form of a group of components.
It will benefit from the outset from its association with the École Supérieure de Chimie Physique Électronique de Lyon engineering school (CPE Lyon\textsuperscript{8}), an associated school of Lyon 1 and therefore associated with the Target University.

The PFR will be known as the “School of Engineering” of the Université de Lyon, while at the same time enhancing its constituent entities through a brand system that will contribute to the overall identity of the Université de Lyon and that will respect existing brands.\textsuperscript{9}

Within the scope thus defined, the School of Engineering represents approximately 6,300 students supervised by 300 faculty members.

It will promote scientific and educational collaborations with other institutions and/or disciplinary departments in the engineering sciences field, in line with its ambition and the overall strategy of the Target University.

Governance

1. The School of Engineering’s governance

The School of Engineering’s governance has the following role:

- To define the academic strategy, in line with that of the Target University, based on the analyses and proposals of the colleges;
- To guarantee that the organisation is coherent for the actors; and
- To implement the strategy and monitor its delivery.

Initially created from the departments and schools in the field from Lyon 1 and the UJM, the initial governance, set up in 2021, is intended to evolve from 2023 to assist and support the emergence of the Graduate Schools (see “trajectory” paragraph).

1.1. Decision-making bodies

The School of Engineering will be headed by a director, assisted by an Executive Committee. The director will be a well-known person from the academic world. He will be recruited following a transparent recruitment process, based on a call for applications. He will be appointed by the President of the Target University on the proposal of the PFR board. The director will represent the School of Engineering and will be a member of the Target University COMEX.

The director will be assisted by an executive committee (comité exécutif) composed of his team of deputy directors (research and training), the heads of the component groupings and project leaders, whom he will appoint, taking care to ensure a balanced regional representation. The executive committee will coordinate the strategy of the constituent entities within the framework defined by the Target University, prepare proposals for the PFR board, and ensure the convergence of the entities’ scientific and educational policies.

\textsuperscript{8} School with private status, accredited as a Private Higher Education Institution of General Interest (EESPIG, Établissement d’Enseignement Supérieur d’Intérêt Général)

\textsuperscript{9} For example:
Polytech Lyon, School of Engineering, Université de Lyon
Manutech-Sleight, School of Engineering, Université de Lyon
Master X, School of Engineering, Université de Lyon
He will also assisted by an extended management committee (comité de direction élargi) including all laboratory directors, all department and component heads, all school directors, all GS heads, the president of the Master’s college and the two directors of the component groupings. The extended management committee will contribute to the development and implementation of the School’s strategy.

The director will prepare the School of Engineering’s COM with the assistance of the executive committee and the extended management committee.  

The PFR board will comply with the general provisions of the Strategic Plan (DOS). It will comprise 40 members distributed as follows:

- 12 elected members representing faculty members (six elected from college A (three from Lyon and three from Saint-Etienne) and six elected from college B (three from Lyon and three from Saint-Etienne);
- Six elected members representing BIATSS staff;
- Six elected members representing students;
- 16 appointed members representing the national research organisations (CNRS, INSERM, INRIA and IFFSTAR), socio-professional organisations and companies, and the CPE (university joint commission).

The PFR board will also include permanent members with an advisory voice: the two representatives of the component groupings, the GS representatives, a representative of the Sciences and Humanities PFR, one representative of the Sciences, Technology and Society PFR, the directors of the “internal schools”, and the heads of the departments and components. A representative of an external school that is a strengthened partner of the School of Engineering may be invited (to the sessions after a decision by the Target University President).

For the PFR board, as for the training and research board, the electoral procedures must allow for balanced regional representation.

The PFR board will have decision-making authority to adopt the PFR budget, coordinate the recruitment campaign, validate the COM for the governance of the Target University, ensure the monitoring of the GSs and formulate an opinion on all questions relating to training and research within the scope of the PFR before transmission to the governance of the Target University.

The training and research board (conseil de formation et de recherche, CFR) will comprise 40 members: 20 seats for the training commission and 20 seats for the research commission.

The training commission will be composed of:

- Four elected members representing college A personnel (two from Lyon and two from Saint-Etienne);
- Four elected members representing college B personnel (two from Lyon and two from Saint-Etienne);
- Two elected members representing BIATSS personnel (one from Lyon and one from Saint-Etienne);
- Eight elected members representing students enrolled in a Bachelor’s or Master’s programme (four from Lyon and four from Saint-Etienne); and
- Two outside members.

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10 The schools’ COM deals with their path within the School of Engineering. It will be prepared on a multiyear basis and will examine the resources required, with an annual review as part of a COM consultation: human, financial and time resources, etc.
The research commission will be composed of:

- Four elected members representing college A personnel (two from Lyon and two from Saint-Etienne);
- Four elected members representing college B personnel (two from Lyon and two from Saint-Etienne);
- Two elected members representing BIATSS personnel (one from Lyon and one from Saint-Etienne);
- Two elected members representing students enrolled in a doctoral programme (one from Lyon and one from Saint-Etienne); and
- Eight outside members.

When meeting in restricted form with professors only, the CFR will have the authority to deal with individual cases relating to faculty members, or equivalent. In plenary form, it will issue opinions on the budgetary policy, the recruitment campaign, the training policy, and the scientific policy of the School of Engineering and, in general, on all questions relating to the academic life of the PFR. It will collect the opinions of the three colleges and the head of a college may bring any question relating to the college before the CFR. Its opinions will then be transmitted to the PFR board.

1.2. Places for consultation and scientific orientation

Three colleges will be established to provide spaces for dialogue and consultation between the PFR’s stakeholders. These colleges will operate in conjunction with the PFR director and the CFR head. They will not be constituted on an elective basis; the members of the colleges will participate in them in their professional capacity and on an advisory basis.

- The **schools college** will bring together the directors of the internal and associated school(s). It may raise questions relating to common issues, such as CTI accreditation, that remain the responsibility of each school, recruitment procedures, brand, projects, etc. It will also be a receptacle, an interface of openness and partnership with the other schools on the site.

- The **Master’s college** will bring together the heads of the Master’s degrees and courses. It may raise questions relating to the HCERES evaluation (French High Council for the Evaluation of Research and Higher Education), the coordination and development of the Master’s study programme, the rules governing studies and examinations, etc.

- The **research college** will bring together the laboratory directors. It may take up questions relating to the scientific policy of the PFR, proposals submitted in response to calls for projects, etc.

The colleges can be extended by invitation (after validation by the COMEX) to other partners inside or outside the Target University, depending on the agenda. The schools college will be led by one of the heads, appointed from among its members and who must belong to a member institution of the School of Engineering. The Master’s college will be led by the deputy director of the School of Engineering responsible for training, while the research college will be led by the deputy director of the School of Engineering responsible for research. The colleges will meet as often as necessary to discuss ongoing projects, define perspectives and deal with operational adjustments. Each person in his field will stimulate and promote a transverse and multidisciplinary approach within the PFR, with other PFRs and with other partners of the site. These are places of coordination; they have no decision-making power. They will formulate proposals and issue opinions or recommendations that are then transmitted to the CFR for consideration.

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11 The member schools of the School of Engineering will control their accreditation process and will have their own budget and human resources. They undertake to ensure transparency on these elements within the college.

12 The member institutions of the Target University are: Lyon 1, Lyon 3, St-Etienne and the ENS de Lyon.
An executive committee will also be set up within each GS to enable the various stakeholders to work together. A representative of the GS, the project leader, will be appointed to represent and manage the organisation.

1.3. The component groupings

The structure of the School of Engineering will initially be based on groups of components that represent the various constituent entities in Lyon and Saint-Etienne: Saint-Etienne Manufacture and Lyon La Doua.

These component groupings should promote a transformation trajectory, which will support and promote the creation of the Graduate Schools (see “Trajectory” section below) that shape the identity of the School of Engineering.

Each of these component groupings will be headed by a director well-known in the academic world. The director will be assisted by a management board with the authority to make proposals to the CFR and the PFR on scientific policy, budgetary management and HR. It will also possess certain authorities in subsidiarity with the PFR board (site management, logistics, IT, institutional infrastructure and resources, etc.).

These two localised component groupings will provide a unified representation of the constituent elements present in a given location to the governance of the School of Engineering, and offer an identified local structural framework for the staff attached to them.

To develop an agile and efficient research environment, the component groupings will manage shared services: financial management, local HR management, logistics, purchasing and research support. This list is neither definitive nor exhaustive: the organisational structure of the School of Engineering will be determined at a later date in function of the general organisation of the Target University.

2. “Internal schools” positioning

The two engineering schools internal to the universities are members of the School of Engineering. They will become “internal schools” of the Université de Lyon.\textsuperscript{13}

The directors of the “internal schools” will be permanent members of the PFR board in an advisory capacity.

The director of the School of Engineering is a member of the board of the PFR schools.

Trajectory

The School of Engineering aims to become, in 2025, a leading centre for engineering sciences on the Lyon St-Etienne site, integrating all the current engineering players of the Target University within a unified, visible and well-structured entity.

The internal structuring and initial governance are expected to evolve rapidly to support the development of the Graduate Schools, which are major areas of focus for the hybridisation of training and laboratories around the School of Engineering’s scientific subject areas.

\textsuperscript{13} Cf. Article L713-9 of the French Education Code. In order to align with Polytech Lyon, Télécom Saint-Etienne will adopt the status of a school within the meaning of Article L713-9 of the French Education Code.
As such, the initial governance of the School of Engineering will have the mandate to develop the PFR according to the following milestones:

2020
Consolidation of the PFR’s scope with the subject areas that are academically coherent with the School of Engineering project, such as mechanics or chemistry, in consultation with the STS and Sciences & Humanities PFRs.

2020 to 2022
The COM will comprise a common component and a specific component for each constituent structure of the School of Engineering.

2021 to 2025
- Progressive creation of four new GSs in addition to the existing one (EUR MANUTECH SLEIGHT);
- From 2022-2023:
  - beginning of work on the training map for the next accreditation, taking particular care to avoid duplication between the study programmes of the schools and Master’s;
  - review of the governance of the GS structure;
- 2023: introduction of a unified COM.

2025
Unified organisation of the School of Engineering

Beyond its specific institutional trajectory of constitution within the scope of the Target University, the Engineering PFR will seek to maintain and develop scientific and educational collaborations with the other actors of the site in the field of engineering. It will therefore be open to partnerships with the other schools on the site. To this end, it will develop association procedures tailored to each case, which may constitute a first step towards progressive integration, according to procedures to be co-constructed, based on an affectio societatis between all the parties.
05. MANAGEMENT AND ACTUARIAL SCIENCES PFR

Introduction

The aim of the Management and Actuarial Sciences (MASc) PFR will be to bring together two world-class, higher-education schools in the fields of management science and actuarial science, respectively.

By 2025 at the latest, it will comprise:

- A School of Management grouping together the Institutes of Business Administration (IAEs) of Lyon and of Saint-Étienne, deployed on several sites; and
- The institute of actuarial and financial sciences ISFA, specialising in actuarial science.

Both of these schools will be able to capitalise on two well-established brands that they can continue to develop. To support its academic ambition, the PFR will include internationally visible research units. In the context of the objectives and resources contract, the PFR will receive the resources allocated by the Target University necessary for its autonomy.

The MASc PFR is expected to have 11,000 students, including 4,500 undergraduates, 4,500 Master’s students, 1,000 students on the university diploma track (DU) and 150 doctoral students. It will group together 345 full-time-equivalent staff members (FTEs), including 225 faculty members and 120 BIATSS staff members.

Ambition

Building on the existing regional and national recognition of its schools, the PFR’s ambition will be to develop training and research in the field and to acquire greater international visibility, following the example of European business schools such as the CBS in Denmark or HEC Lausanne in Switzerland. Such international recognition will require it to maintain international accreditations, such as the EPAS and AAI, and to obtain least one of the AACSB or EQUIS international accreditations, which are particularly important for business schools operating at the international level, within five years.

This global academic ambition will be characterised by strong foundations in the socio-economic world, which bring with them the societal and professional challenges that underpin both specific training needs and the topics for research projects and areas of focus. Its units will perform research that meets the highest international standards.

The PFR’s training ambitions will be based on:

- Strengthening the level of excellence of its training courses, in particular through existing or future selection processes;
- The advantages of a complete training cycle integrated into the PFR from post-baccalaureate to doctoral level, which will guarantee a high level of professionalism and will constitute a competition lever with respect to private management schools;
- The pursuit of high-quality continuing education structured around skill sets;
- Developing work-study programmes (Bachelor’s or Master’s degrees) with the schools’ partners, meeting the expectations of companies and students; and
- Positioning the two schools at the highest level with regard to the employability of their graduates, measured by ad hoc surveys and recognised rankings.
In parallel, the implementation of these objectives will be supported by the creation of common services: “quality and accreditations”, “pedagogical and digital innovations” and “languages and international focus”. In the medium term, these services will enable the PFR to structure its study programmes differently by taking advantage of synergies and complementarities:

• Beyond the traditional management offering, with customer relations professions, sales professions, industrial professions, international professions, etc.;

• On “businesses and regions” questions, covering regional management, public management, hotel management, health management, entrepreneurship, etc.;

• In areas where synergies are envisaged: cyber risks, insurance marketing / SME-mid cap management (Master’s), bi-disciplinary Bachelor’s degree in management and risk management; and

• With the enhancement of off-site diplomas and training, which will be a shared asset within the PFR.

The PFR’s research ambition is built on existing research units: Magellan and the LSAF Laboratory of Actuarial and Financial Sciences, as well as the Saint-Étienne team of the Coactis centre for management research. The research resources (financial and human) of the PFR and of the IDEXLYON project will be employed to support the influence and attractiveness of the PFR’s research, both nationally and internationally. This objective is based on scientific projects structured around transversal questions:

• “Risk analysis and management”: corporate risk management practices (for Coactis) and a quantitative approach (for LSAF) will open up areas of collaboration for transversal and innovative projects;

• “Entrepreneurship, innovation, SMEs”: building on a long tradition of studying small businesses for Magellan and Coactis;

• “Social and sustainable development”: the social and responsible side of organisational activities, with health as the central theme for Magellan, LSAF and Coactis; and

• “Decision-making processes”: risk behaviour (LSAF) and complexity for Magellan and Coactis.

The PFR’s research and training strategies will be closely linked to allow the training programmes to benefit from research results. Doctoral training will be a priority, characterised by the strong international openness of its material and the high-quality of the teaching provided. Particular attention will be devoted to the process for recruiting doctoral candidates, in order to attract the best national and international talents.

The PFR’s human resources policy will support the research strategy in order to ensure its attractiveness with respect to professor careers and the recruitment of talent. Implementing this policy will require the greatest flexibility when applying the institutions’ internal provisions.

**Governance**

The schools comprising the PFR will each retain their status and prerogatives (Article 713-9). Governance will be defined through a structure based on two schools in the short term: a School of Management and a School of Actuarial Sciences.

This PFR governance will be founded on management values: agility, based on the principle of subsidiarity; collegiality, based on common instruction between the schools; respect, based on the schools’ characteristics; and mutualisation, based on the principle of overall efficiency.

On its launch (2020), the PFR will comprise three schools with the status of institutions: the IAE of Saint-Étienne, the iaelyon School of Management and ISFA. The PFR’s internal organisation and its deliberation and decision-making processes will be based on the following governing bodies:
A PFR board, the PFR’s decision-making body, comprising a maximum of 40 members, including at least ten outside members. The board’s composition will be representative of the boards of the schools making up the PFR. In particular, the entry of any new component/entity into the MASc PFR must be approved by the board with a two-thirds majority;

The PFR will be headed by a director (professor), who will be proposed by the PFR’s board and approved by the president for a five-year term (renewable once). The directors of the schools will give their opinion to the PFR’s board and to the president of the Target University before the approval procedure. The director will sit on the COMEX of the Target University and will be assisted by two deputy directors for training and research;

The management committee will be in charge of managing the PFR, and will be responsible for preparing the agendas of the PFR’s board as well as implementing its orientations and decisions. It will comprise: the PFR’s director and his two deputies (training and research); the two directors of the schools and their deputy director(s) (and the director of the IAE of Saint-Étienne and his deputy in the start-up phase, replaced when the new structure is in place by a deputy from the Saint-Étienne school); the directors of the research laboratories that are primarily affiliated; an academic representative from the Saint-Étienne campus; and the PFR’s administrative head.

Depending on the topics addressed, the management committee may invite any person it deems necessary to assist it in its work.

The PFR’s structuring will be conducted in two stages: in the short term, certain support functions will be pooled and then, when the new structure is in place, an integrated model of support services and functions will be implemented. The PFR’s general organisation will ensure proximity with its locations (Manufacture des Tabacs, Gerland, Saint-Étienne, Roanne, Bourg-en-Bresse), guaranteeing service quality.

For its operations, the PFR will also receive resources allocated directly by the University and the contribution decided by each school in function of its own resources. The PFR’s internal management discussions will take place within the management committee as part of the overall COM process with the University.

The individual resources generated by the schools or laboratories will be managed at their own level (apprenticeship tax, work-study contracts, continuing education, chairs and research contracts, etc.).

**A proactive partnership policy**

The MASc's strategy and actions will help to affirm the Target University as a key player in the socio-economic development of the region. Specifically, the PFR:

- Is well integrated locally and will play a role of social elevator through its training courses and their openness and through its former graduates currently in employment (including abroad);
- Will offer more than 3,000 internships and more than 1,200 work-study positions per year;
- Will offer services to promote professional integration: career centre during studies and after graduation, career plan preparation module, professional integration module, etc.; and
- Will be open towards its local, national and international environment.

The PFR will draw on its responsiveness and agility to develop its partnership capacities and may potentially acquire a tool such as the UdL CRM (GRC: contact relationship management) or may employ specific staff members.
University and student life

The PFR will play an active role in university life and in improving working conditions on the various sites for both students and staff. The creation of a “student/faculty member/administrator” Think Tank will encourage all parties to think about various different topics, beyond the allocation of teams and services on the various locations: Saint-Étienne, Roanne, Gerland, Manufacture and Bourg-en-Bresse.

At its launch, particular emphasis will be placed on all structuring actions in terms of ensuring the cohesion of the new PFR and the development of synergies.
06. HEALTH SCIENCES PFR (PUSH)

Introduction

The Lyon Saint-Étienne health sciences research and training PFR (PUSH) will consolidate most of the health research and training structures. The PFR will be involved in training at all levels, from the first year of the undergraduate cycle to post-doctoral level, and in the various types of biomedical research: clinical research, fundamental research and translational research. Training will be delivered in partnership with the two University Hospitals of Lyon (HCL) and Saint-Étienne, as well as the Léon Bérard Centre (CLB, Lyon anti-cancer centre) and the Vinatier hospital centre, in conjunction with national research organisations.

The Inserm and CNRS statutory researchers from the research units whose primary and secondary affiliations are with the PFR will be represented and will be involved in the project and the trajectory of the PFR.

At the beginning of 2019, when the PFR was launched, it comprised more than 19,000 students from all training cycles from undergraduate to post-doctoral level. The PFR employs around 800 university hospital professors, 60 university staff and 300 BIATSS staff.

Ambition

The ambition of the PFR thus formed is to develop strong international visibility in the health sector for the second French region. Its missions will thus be at the heart of the Target University project:

- To promote, coordinate and support training and research in all areas of health sciences;
- To facilitate transversality, interdisciplinarity and double degree programmes;
- To make innovation a priority for training and research;
- To develop synergies with other PFRs, in particular the Biosciences and Pharmaceutical Sciences (BSP) PFR, given that health sciences play a key role in the One Health concept;
- To develop continuous improvement, evaluation and quality approach practices; and
- To pool all available resources to ensure national and international clarity.

Scope

The PFR is built around five components of the Universities of Lyon 1 and of Saint-Étienne, with their UFR and institute statuses: the Lyon-Est medicine UFR, the Lyon-Sud Charles Mérieux medicine and maieutics UFR, the Saint-Étienne medicine UFR, the dentistry UFR and the Institute of Rehabilitation Sciences and Techniques (ISTR). There are 16 affiliated research units. Collaboration with the BSP PFR is based on an inter-PFR coordination committee to develop common strategic focus areas for training and research and to define the rules for pooling the human and financial resources allocated to them (research units and scientific platforms).

The main areas of research are currently: the musculoskeletal system, rehabilitation – nutrition, diabetology, metabolism – cardio-neuro-vascular pathology – oncology, lymphoma, therapeutic targeting – public health, epidemiology, prevention, risks, quality – therapeutic engineering, ultrasound – human genetics, rare diseases, in particular with the AURAGEN platform.
Partnerships and interactions

National research organisations, particularly Inserm and the CNRS, will play a key role in the PFR’s strategy since many researchers from these organisations are part of the large accredited research units affiliated to the PUSH and BSP PFRs. The resulting interaction will be essential to ensure consistency between the two PFRs’ study programmes.

Similarly, the health sciences research field creates a strong interconnection with the departments of clinical research and innovation (DRCI) of the two partner university hospitals (the Hospices civils de Lyon (HCL) and the Saint-Étienne CHU), as well as with the CLB research commission. These interactions and partnerships already have a place of joint expression and representation within the Lyon and Saint-Étienne biomedical and public health research committees (CRBSPs), which are ultimately expected to be grouped together.

In addition to the BSP PFR, other natural interactions would include the Engineering, Sciences and Humanities, Law, and Management and Actuarial Sciences PFRs. These interactions will help to identify double degree programmes and support the emergence of a transversal theme specific to the Target University, entitled “global health, individuals and technology”. Other interconnections outside the Target University will also enrich the project.

Governance

The PFR’s governance is designed with a view to ensuring the equitable representation of the PFR’s constituent staff (elected members) and of the institutional representatives of the partners mentioned above (designated members), as well as outside members, in three governing bodies: the PFR board (the PFR’s decision-making body), the training and research board, and the restricted management committee, which is the day-to-day executive management body. The PFR will also establish a strategic steering committee.

PFR board (40 members)

The board will deliberate on all the missions delegated to the PFR: global strategy, student recruitment, control of syllabuses and degrees, recruitment campaign, research and project management, as well as the distribution of the PFR’s human and financial resources.

It will comprise:

- **23 elected members**, equally distributed among the constituent entities: professors from college A (5) and college B (5), representatives of the DUs of affiliated research units (3, including at least one from Saint-Étienne), BIATSS staff representatives (5) and student representatives (5). The idea is to have a board representing professors, BIATSS staff and students elected from the boards of the constituent structures;
- **Five ex-officio members**: the five deans or directors of the components;
- **Two appointed members**: the two presidents of the medical commissions (CMEs) of the Lyon and Saint-Étienne CHUs; and
- **Ten outside members** comprising: the directors general of the Lyon and Saint-Étienne CHUs or their representative (two), the director of the Lyon-Bron military medical schools (one), the director of the Léon Bérard Centre (one), the coordinating academic practitioner from the Vinatier medical centre (one), one representative from the public scientific and technical research institutes, “EPST” (one), one regional authority representative (one), and three representatives from the strengthened partnerships (three).
The PFR’s director will be appointed by the president of the Target University on the recommendation of the PFR board. The candidate(s) proposed shall be identified from among the academic staff (including tenured university hospital staff). The term will be five years and the director will participate in the Target University’s COMEX.

Given the regional characteristics, in particular the specific nature of the Saint-Étienne CHU and its regional hospital group (GHT Loire), the Saint-Étienne medicine UFR will retain its autonomy in the context of the Target University’s strategy on the following points:

- reception and training capacities for the 2nd year of medical studies;
- training capacities in conjunction with the ARS regional health authority (ARS) for admission to the 4th year of medical school;
- management of the doctoral cycle (3rd cycle) of medical studies (internal) and in particular the number of positions in the various disciplines;
- review of university hospital staffing levels in conjunction with the Saint-Étienne CHU; and
- continuing medical education.

Lyon will maintain its medical studies coordination committee (CCEM) in order to coordinate medical training paths, review hospital and university staffing levels, assign university hospital staff, and manage agreements with the CHUs, etc.

**Training and research board**

This board will comprise: the deans of the constituent entities (five), the deputy deans or deputy directors of the constituent entities, six representatives from the research laboratories (including at least two from Saint-Étienne), one doctoral school director, one research representative per constituent entity, one undergraduate representative per constituent entity, one Master’s representative per constituent entity, one doctoral studies and continuing education representative per constituent entity, one director of the midwifery school, the administrative director of the PFR, the director of the department of clinical research and innovation (DRCI) of each CHU, one BIATSS staff member per constituent entity, and two students per constituent entity.

The board will elect a deputy research director and a deputy training director for the PFR from the tenured university hospital or university staff or research directors, for a five-year term.

In order to define a joint training and research strategy, a coordination committee will be set up between the Health Sciences and BSP PFRs. This committee, composed of the directors/deputy directors of the two PFRs and the heads of components, will meet quarterly to develop a common policy in terms of scientific equipment, research and training on health sciences topics. The committee will discuss the development of the professor position for hospital physicians (*mono-appartenant*) at the science/health interface, new science/health training courses and interactions between health training courses, and responses to calls for proposals relating to the two poles. This coordination committee may be extended to the various commissions of the two PFRs and may include outside members depending on the topics discussed.

This committee also aims to propose joint research focus areas, relating to the Target University’s transversal themes, with respect to scientific scope of the two poles (global health, individuals and technology). It must also work within the framework of the joint management of the research units (units with secondary affiliations with each of the two PFRs) and the scientific platforms involved in these themes. This place of exchange naturally interacts with the CRBSPs of the two CHUs.
Management committee (10 members)

- the director of the PFR board;
- the PFR's deputy research director;
- the PFR's deputy training director;
- the deans/directors of the constituent entities;
- the president of the medical studies coordination committee; and
- the PFR's administrative director.

The PFR will also have its own strategic steering committee (COS), which will contribute to discussions on the definition of its objectives and trajectory for matters within its academic scope. It will be composed exclusively of members external to the Lyon Saint-Étienne site.
07. SCIENCES AND HUMANITIES PFR

Ambition

The PFR will be formed of the ENS de Lyon, the departments and research laboratories of the Faculty of Sciences UFR of Lyon 1, those of the Observatory of Sciences of the Universe ("internal school"\textsuperscript{14} of Lyon 1), those of the faculties of arts and civilisations, languages, and philosophy of Lyon 3, the departments of political and regional studies, economics and those of the faculties of science and technology, arts, literature, languages, humanities and social sciences of the Jean Monnet University, in the specific operating structure of the Target-University@Saint-Étienne campus.

The PFR will contribute to the international recognition of the Target University as a research-intensive university by developing excellent training and research. It will play a central role in the University’s attractiveness and influence by supporting the core disciplines of academic and scientific development, in particular bringing together the hard sciences, experimental sciences, humanities, arts, literature, languages and social sciences. It will place training at the forefront of its missions by recruiting students motivated by the pursuit of demanding study paths. The PFR will rely on a national and international recruitment pool and its spin-off capacity will also extend to national and international levels. It will interact with all scientific fields and communities, and in particular with the institution’s other PFRs.

Its attractiveness and national and international visibility will be key factors for the entire institution, based in particular on the quality of the recruitment and training of its students, on the influence of the PFR’s faculty members, many of whom enjoy high visibility within the national and international community, and on the ENS de Lyon brand. Because it combines hard and experimental sciences, literature, languages, humanities and social sciences, the PFR will be able to contribute to a global approach to the societal challenges of the 21\textsuperscript{st} century.

The Sciences and Humanities PFR will be based on the following academic characteristics:

• The post-graduate sector will be the key force in the study programmes, at the highest level on the international academic stage. The Master’s degrees will develop a high level of excellence, with significant research involvement in the training – the continuation to a thesis being an important opening;

• The ENS de Lyon diploma is very selective, delivered within the framework of the École normale supérieure schooling. It will promote a training path through research, attentive to the individualised study path of each student. Graduate training courses will recruit students nationally and internationally;

• The post-baccalaureate training courses that the PFR offers will be based on research and will be selective from entry and at all levels. They are designed for controlled flows throughout the whole curriculum and correspond to a high success objective. At third year undergraduate degree level, the aim is to attract students from all over France and abroad to the PFR. The undergraduate degrees are backed by the skills and expertise of the research units;

• The research units affiliated to the PFR are, on the whole, recognised at national level through close partnerships with national research organisations. Their research objectives will focus on developing knowledge that corresponds to fundamental questions in the various subject areas and that supports innovation by taking into account possible applications in the social or

\textsuperscript{14} As part of its specific missions with respect to observations relating to the French National Institute of Sciences of the Universe (INSU) and the French National Council of Astronomers and Physicists (CNAPs) of MESRI.
economic sectors. Their main missions are therefore fundamental research and innovation. The research units will be supported by multiyear investment programming;

- The faculty members, in accordance with their respective positions, will be strongly involved in training through research at all levels, the doctoral level being a natural outlet. They will be supported by proactive and decentralised research support services. They will be able to submit projects to an internal PFR system that will have significant funds at its disposal;
- In the new structure, professors will benefit from the possibility of a sabbatical year every six years.

**Training / Undergraduate cycle (Bachelor’s)**

The university undergraduate school (École Universitaire de 1er Cycle, EU1C) will be an innovative structure in the construction of the Target University. The faculty members of the PFR, in its university component, will contribute to the EU1C. The faculty members of the ENS de Lyon may participate on a voluntary basis.

Third year Bachelor’s level courses presented in the PFR will initially include courses jointly delivered by the ENS de Lyon and the Universities as well as selective training courses. Constructing the undergraduate cycle as part of the future accreditation (2022-2025) will help to identify or build the training courses that will actually be operated by the EU1C and those that will take place in the PFR. The training courses that will join the PFR will need to be built with a strong student selection process, high requirements for student commitment, and with the objective of welcoming the majority of students, from all over France or from abroad, as soon as they are enrolled in the first year of the undergraduate cycle.

**Training / Master’s cycle**

These training courses will include: Master’s degrees, the ENS de Lyon diploma, the university degrees of the PFR’s constituent university entities, and preparations for the competitive examination for teachers (*concours d’agrégation*).

The ENS de Lyon will organise its preparations for the *agrégation* within the framework of specific Master’s courses, distinct from Master’s courses oriented towards research professions. Bilingual training courses will be delivered in the international courses.

**Research**

The PFR has privileged links with national research organisations. The vast majority of research laboratories affiliated to the PFR (more than three-quarters) are mixed units, under contract with the CNRS, which covers all of the PFR’s disciplines, as well as with the Inria, Inserm and Inra institutes.

Approximately 550 researchers in the laboratories are personnel from these national organisations. The research dynamic is also reflected in the recognition of:

- Funding agencies: the PFR has a large volume of contracts with the ANR and a very significant proportion of the site’s ERC contracts;
- The individual influence of its faculty members, distinguished by national and international awards and members of academies in France or abroad; and
- Actors from the socio-economic world, partners of a large number of research units.

**Relations with the other PFRs**

Through its multidisciplinary approach and its positioning on fundamental issues, the PFR will maintain links and develop joint projects with all the other PFRs of the Target University: Health Sciences, Biosciences and Pharmaceutical Sciences, Engineering, Management and Actuarial Sciences, Law, Sciences, Technology and Society, and Education and Sport (by contributing faculty members from the PFR to the MEEF Master’s). Some sectors are by nature transversal and will be the subject of
broad initiatives within the Target University. This is, in an obviously non-exhaustive list, the case for AI, and for environmental, urban, and economic challenges, etc. Similarly, the PFR has privileged links with the site’s institutions, members of the ComUE, with whom close relations will be maintained, in both training and research, across all sectors of activity. In its international activities, the PFR relies on a wide range of strong partnerships established by the Target University’s constituent institutions. These partnerships will be strengthened: they are essential for training and for student mobility.

From an organisational perspective, the PFR’s ambition is to innovate, with the objective of implementing a fluid and efficient organisation that makes the best use of the university structures and of the ENS in order to achieve a fully integrated PFR.\footnote{See Volume 1, Section 2.2.2.}

Based on the figures for 2017, and at start-up, the PFR will comprise around 6,500 Master’s level students and 1,300 doctoral students as well as roughly 350 post-doctoral students. Around 11,000 undergraduate students will be enrolled in training courses run by the PFR’s departments; they will mobilise three-fifths of the lecturer services, and are to be taken into account in the EU1C. The PFR will bring together around 1,000 faculty members. Almost 550 researchers from the organisations will work in research laboratories affiliated to the PFR.

Governance in the target structure

Governance in the target structure will be implemented from the first half of 2022, to support the implementation of the 2022-2025 training map.

**PFR Board**

The PFR’s governance will be built around three governing bodies: the PFR board, the PFR’s decision-making body; the training and research board (CFR), which will be the PFR’s advisory body on academic subjects and its decision-making body on individual cases; and the management committee (CoDir), the PFR’s executive management body.

By subsidiarity, and in accordance with the global provisions of the Target University, the PFR board will deliberate on the PFR’s budget, the distribution of resources within the internal structures, the recruitment campaign, internal regulations, the study programmes and study regulations, the research and partnership strategy, and the contractual decisions with the other PFRs and with the EU1P. The PFR board will approve the objectives and resources contract (COM) submitted to the COMEX and to the CAs of the Target University and of the ENS de Lyon.

The PFR board will be composed of 32 members, 50% of whom will be elected (by electoral college) staff and student representatives, and 50% of whom will be representatives of national research organisations and partners, as well as members from outside the PFR. It will be chaired by the PFR director, who will be an \textit{ex officio} member of the PFR board. Among the outside members, one section (including representatives of national research organisations and local authorities) will come from the ENS de Lyon CA; one section will represent the Target University (governance representatives...
nominated by the Target University and representatives of other PFRs nominated by these PFRs; the other outside members will be appointed by independent institutions. This distribution is intended to ensure that the instructions and opinions issued by the PFR board can be validly transmitted to the two governing bodies that will formally validate the decisions within their scope, i.e. the CAs of the Target University and of the ENS de Lyon. These bodies will help to ensure consistency with the strategy and the missions conducted by the institutions with legal entity status.

Within this structure, the composition of the PFR board will be: 16 elected members (four A, four B, four BIATSS, four students) distributed by electoral college; 16 outside members, eight of whom are also members of the ENS de Lyon CA (four designated by the organisations and four designated by partner institutions); four will be additional outside members whose membership will be defined jointly with the PFR’s actors; and four will be representatives of the Target University governance, including representatives of other PFRs.

**Training and research board (CFR)**

In due course, the PFR’s training activities will be structured around departments, training operators and research units, which will be brought together within the training and research board. The training and research board will comprise two sub-commissions: the training commission and the research commission. When meeting in restricted form, with its internal members and/or HDR members, it will address individual cases, which will ultimately be validated by the institutions with legal entity status. It will also provide advice on the recruitment profiles for professors. The training and research board will be chaired by the PFR director or his representative.

**The training commission**

The training commission will debate and advise on activities relating to training and university life. It will consider the welcome process for students and knowledge-testing methods, and will give its opinion on training courses, the teaching profiles of professor employment applications, and on training-related technical and administrative positions. The training commission will be chaired by the deputy director of the PFR responsible for training, or his representative. The training commission may be composed of elected representatives for the professors, students and BIATSS staff (by electoral college), outside members, service heads and department directors, an EU1C representative and heads of other PFRs.

**The assembly of department directors**

The assembly of department directors (elected by their community) will make proposals and will issue opinions on training-related matters. It will aim to develop joint projects and build a common culture. It will meet regularly and will be chaired by the deputy director of the PFR responsible for training.

**The research commission**

The research activity of the units will be discussed in a research commission, drawing on external, and mainly academic, opinions. The research commission will include 18 elected members, six (two A, two B, one BIATSS staff member, one doctoral student) for each of the following three sectors: hard and experimental sciences; arts, humanities and social sciences; ENS de Lyon. There will also be 18 outside members, 14 of whom will also be members of the ENS de Lyon scientific board. The choice of these 18 outside members, appointed by their institutions or approached *intuitu personae*, will be

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16 The PFRs that are theoretically most affected are Biosciences and pharmaceutical sciences, Engineering and Education.

17 See Volume 1, Section 2.2.1.
defined jointly by the PFR’s stakeholders at its creation.\(^{18}\) The research commission will be chaired by the deputy director of the PFR responsible for research, or his representative.

**Assembly of unit directors**

A source of proposals, the assembly will play an essential role in sharing good research practices, establishing efficient procedures and developing high-potential initiatives. It will meet regularly and will be chaired by the deputy director of the PFR responsible for research, or his representative.

**Management committee (CoDir)**

Composed in consultation with the PFR’s actors, the management committee (CoDir) will ensure operational governance. It will meet regularly and will discuss all issues related to the PFR, whether academic, organisational or administrative, etc. It will be responsible for developing and implementing the PFR’s objectives and resources contract (COM), within the framework of the Target University strategy. It will comprise the PFR director, the deputy director responsible for training, the deputy director responsible for research, academic heads in close proximity to and in consultation with the campuses, the manager responsible for interactions with the EU1C and the PFR’s director of services.

The president of the ENS de Lyon will be the PFR director. He will be a member of the Target University COMEX. He will chair the PFR board and the training and research board in plenary sessions, and will appoint the members of the CoDir after informing the PFR board. The ENS de Lyon’s DGS (director general of services) will be the PFR’s director of services.

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\(^{18}\) A balanced distribution could involve half of the members being appointed by national institutions (national research organisations, Collège de France, academies, companies, etc.) and half of members being solicited by the PFR’s governing bodies (representatives of partner institutions, individuals from the research world, etc.). It is essential that there is a balance between the PFR’s various disciplines.
Objectives and resources contract (COM)

The resources for the PFR will come from MESRI, via the allocation for the ENS de Lyon and the Target University endowment. The allocation of the endowment from the Target University to the PFR will specify the financial resources, the affiliation of faculty members and support staff, the ceiling for the PFR’s recruitment campaign and the real estate scope. All of these resources will be devoted to carrying out all the PFR’s missions and projects. The discussion on resources will conclude with an “objectives and resources contract” (COM), integrated within the overall framework of the Target University and approved by the CAs of the Target University and of the *établissement-composante*. The COM will be developed in consultation with all of the PFR’s stakeholders (training departments, research units, training and research board, etc.). Final validation at the Target University level will be subject to interactions with the COMEX and central governance.

Based on the COM and the mutually agreed performance indicators, the PFR will regularly submit a schedule listing the objectives achieved for the given period. Assessment of the degree of achievement of these objectives will be based on the indicators. An annual review will be shared within the PFR board and communicated to the CAs of the Target University and of the ENS de Lyon.

Transitional arrangements

The Target University will be created in 2020, the year when all of its structures will be established. A transitional period in 2020-2021 will support the implementation of the PFR. This transitional period will end at the beginning of the 2022 academic year, marking the beginning of the new training map.

Management committee (CoDir)

The management committee for the transition phase will be a prefigured collegiate executive body that will be set up in autumn 2019.

The management committee will comprise:

- The PFR director, who will be the final arbiter – if necessary after consultation with the COMEX;
- Two deputy directors responsible for the science sector from Lyon 1, for training and research respectively;
- Two deputy directors responsible for the humanities and sciences at the ENS de Lyon, for training and research respectively;
- Two deputy directors responsible for the arts and humanities sector from Lyon 3, for training and research respectively;
- Two deputy directors from the Saint-Etienne campus, for training and research respectively;
- The PFR’s director of services; and
- The undergraduate cycle / EU1C head.

The management committee will meet as required in an enlarged format, i.e. including the directors and deans of the internal university structures (Faculty of Sciences UFR and OSU of Lyon 1, faculties of Lyon 3, faculties and departments of Saint-Étienne).

Resources

The standard resources allocated by the Target University to the relevant university entities will be established in 2019 and finalised in 2020. These resources, as set out in the PFR’s COM, will be preserved during the transitional period within each area. The COM will be prepared by the management committee on the basis of proposals; discussions will be led by the training and research heads within the internal university structures.
The PFR’s proposals will ultimately be presented for validation to the governing bodies of the Target University and the *établissement-composante*.

In compliance with the provisions established by the PFR’s governance (management committee), the internal entities from the PFR’s university components will:

- Propose a budget;
- Manage the staff assigned to the PFR and affiliated to them;
- Manage their support functions, consistently with those of the *établissement-composante*;
- Hold their own means and resources that they generated; and
- Propose the distribution of jobs and job profiles to the PFR’s training and research commissions. The PFR board will then give its opinion after validation by the PFR’s governance.

**PFR board**

The PFR board will be formed in 2020. On this date, the representatives will initially be elected on the basis of equal representation from the PFR’s constituent institutions (Lyon 1, Lyon 3, ENS de Lyon and Saint-Etienne). The elected members representing these institutions will come from internal processes within each institution. The elected members representing the ENS de Lyon will come from the ENS de Lyon’s CA.

In this arrangement, the composition of the 16 elected members will as follows: four for each entity – Lyon 1, Lyon 3, ENS de Lyon and St-Etienne – with one A, one B, one BIATSS staff member and one student per entity.

**Training and research board**

The research commission will be created in 2021, constituted as in the target structure.

The provisional training commission will be created in 2021. It will have four sub-commissions, one sub-commission per founding university and one sub-commission relating to the ENS de Lyon.

In terms of training and student life, the internal entities of the founding university institutions will:

- Participate in the training commission and contribute to the development of the PFR’s training strategy;
- Prepare the training course accreditation, in synergy with the other entities of the PFR and with the *établissement-composante*;
- Manage their affiliated training courses;
- Ensure their commitment to the EU1C for the training courses that concern them;
- Propose study regulations, knowledge-testing methods and the course timetable to the competent PFR governing bodies;
- Propose the composition of the juries for the training courses that concern them;
- Be responsible for managing their students’ internships;
- Recruit, after validation by the PFR’s governing bodies, and in compliance with regulations and budgetary sustainability, contract lecturers for the courses under their responsibility;
- Manage the allocation and evaluation of education and training courses;
- Implement measures to facilitate the professional integration of their students;
- Define and manage a lifelong learning offer;
- Promote their study programmes and those of the PFR internationally;
- Ensure the development of actions, mechanisms and services to welcome and support the students affiliated to the training courses they operate.
In terms of research, and within the framework defined by the PFR, the internal entities of the founding university institutions will:

- Participate in the research commission and contribute to the development of the PFR’s research strategy;
- Monitor and manage the resources allocated to the research units that concern them;
- Receive the recurrent resources allocated under the PFR’s COM.

Milestones for the co-construction of the target and the trajectory

The transitional period will enable a common practice framework to be established for the preparation and presentation of the HCERES evaluation of institutions in 2021 and the presentation at the end of the IDEX probationary period. During the entire transitional phase, structures wishing to anticipate the target structure may do so at their request.

2019

- Finalise the PFR’s scope, for cases where entities show greater academic consistency with another cluster. This may, in particular, concern the positioning of chemistry between the Sciences and Humanities and Engineering PFRs.
- Prefigure the transitional management committee.

2020

- Installation of the PFR director, installation of the management committee and the PFR board and appointment of deputy directors;
- Preparation by the universities’ central services and by the unit and training directors of a complete mapping of resources and associated expenses (research, training, infrastructure, \(^{19}\) calls for projects, etc.). This mapping will act as the reference for constructing the PFR’s 2021 budget;
- Preparation by each PFR internal structure of the training map to be submitted in 2021, negotiations in the management committee. New training courses may begin to be created, based on the EU1C project and the PFR’s graduate training courses;
- Set up meetings of research unit directors and department directors: the PFR’s departments and research units will jointly develop responses to calls for projects, including the PIA3 Investments for the Future Programme;
- Definition of relevant indicators in line with the PFR’s academic positioning, particularly for fundamental research (publications, influence, including European Research Council (ERC), University Institute of France (IUF), awards, etc.), for innovation (CIFRE, joint research laboratories, volume of public/private contracts, etc.) and training (integration rate of doctoral graduates in the academic field, integration rate of Master’s and doctoral graduates in the non-academic field, etc.).

2021

- Phase 1 of the effective decentralisation of the PFR’s services;
- Submission of the training map, including transfer of some training courses to other PFRs (e.g. MEEF to the Education PFR);
- Set up the research commission and define an economic model for research;
- Initial opinion of the research commission on the aspects concerning it;

\(^{19}\) A list of items to be audited will include at least the following points: endowments, infrastructure assets and resources (buildings, fluids, waste management, etc.), number of research allocations, transfers to supervisory bodies and subsidiaries, HR resources for the central services working in the area concerned, ATER (temporary teaching and research staff), monitors, PRAG (associate professors), etc.
• Set up the provisional training commission, with its four sub-commissions one each per founding institution, and exchanges between the sub-commissions of the provisional training commission to define common objectives;
• Presentation of the PFR for the IDEX milestone.

2022
• The PFR’s governing bodies will be set up in the “target structure” format in the first half of the year;
• The training departments will be functioning and will replace the existing university structures;
• Implementation of phase 2 of the effective decentralisation of the PFR’s services, including those necessary for the operation of the new training map;
• The start of the 2022 academic year will be prepared under “target structure” conditions;
• The 2023 budget will be prepared under “target structure” conditions.

2023
• The PFR will operate under “target structure” conditions;
• Discussions will begin to prepare the 2026-2030 training map.
08. SCIENCES, TECHNOLOGY AND SOCIETY PFR (STS)

Ambition and objectives

The Sciences, Technology and Society PFR (STS) will group together multidisciplinary entities, based on science and technology and characterised by a strong link with the professional world. It will comprise the four IUTs (Lyon 1, Lyon 3, Saint-Étienne, Roanne), the Lyon 1 Mechanics department and the Lyon 3 Info-Com department.

The PFR will draw on its high-quality academic activity in its aim to respond to the societal challenges of tomorrow, within its field of excellence. Through the diversity of its internal entities, the PFR brings together a unique ecosystem, with a broad spectrum of disciplines, in science as well as in technology, humanities and social sciences.

The STS PFR will be responsible for training more than 10,000 students. It will offer each student a professionalising path at all levels of training. Its training courses will be divided into skill sets, at all levels.

The STS PFR will provide undergraduate (Bachelor’s), Master’s and doctoral training, as well as lifelong learning (FTLV), based on a pedagogy of autonomy. It will develop interdisciplinary technological research oriented towards innovation and will train students for employment, enabling them to understand the ways in which technology interacts with individuals and society, equipping them to evolve in a competitive global environment, with a view to sustainable development.

The strength of this innovative project also lies in the composition of its diverse community, which shares common values and ambitions, and a common vision of the evolution of higher education, with the objective of excellence in research and training in the various fields of competence. In terms of training, one of the key elements is to create an institute of technology (école supérieure de technologie), similar to the Swiss higher education institutes (hautes écoles supérieures).

To achieve its ambitions, the PFR will rely on approximately 300 professors, 300 lecturers and 250 administrative, technical and library staff.

Training

The STS PFR’s study programme will cover a wide range of disciplines based on the most recent scientific and technological advances, combined with a pedagogical approach that develops autonomy, a sense of responsibility and the acquisition of operational skills. It will place the student at the centre of the training provision, combining career plans and skills assessments to facilitate entry into professional life. The PFR will draw on its rich collaborations with the socio-economic world and a network of participants, partners and former students in all sectors.

From 2020, the structure of the PFR’s study programme will mean that it is possible to cross over to other Target University PFRs and to develop collaborations. The STS PFR’s undergraduate study programme will contribute to the emergence of the Lyon Institute of Technology (École supérieure de technologie de Lyon).
The Master’s courses offered by the STS PFR will be developed in collaboration with socio-economic circles, mainly in apprenticeship and work-study programmes. These courses will aim to produce graduate students with high employability, while at the same time providing access to the international arena by building exchange and joint-degree relationships with other international universities, particularly in Europe.

These training courses will be based on technological and societal research at the highest level, within their fields of excellence and expertise. They are primarily designed for the best graduates from undergraduate technological courses.

**Lyon Institute of Technology (École supérieure de technologie de Lyon, “EST de Lyon”)**

The mission of the EST de Lyon will be to develop the professionalisation of Bachelor’s courses, in particular through work-study programmes and in conjunction with the EU1C. The EST de Lyon will build its training courses jointly with the professional branches, particularly in priority sectors, with a strong involvement of the site’s professions in all campus projects.

It will develop links between professionals and trainers in order to ensure that teaching is coherent and continually updated.

Its modularised degrees backed by a skills reference framework make it possible to maintain transition points with lifelong learning.

The EST de Lyon will contribute to the Target University’s post-baccalaureate orientation schemes and the construction of transition points.

The four IUTs (University Institutes of Technology) will be responsible for developing the EST de Lyon. One of the IUT directors will be responsible for managing the EST de Lyon.

**An international-facing PFR**

The PFR will build on ongoing international activity, based on a large number of existing partnerships (Erasmus, etc.), and on a high level of mobility, including several international training courses delivered entirely in English. The objective is to join forces to:

- Develop the number of incoming and outgoing partnerships, both for students and staff, in order to increase cultural diversity;
- Develop an attractive study programme, entirely in English, based on the model of certain degrees already offered within the PFR; and
- To develop off-site training courses and joint-degree mechanisms.

**Research and innovation**

In terms of research, the STS PFR will be structured into research themes to respond to societal challenges. The themes will be shared and managed by the PFR’s research department and by the various research laboratories affiliated to the PFR (primary or secondary affiliation).

A proactive policy for attracting new professors will be developed. The PFR will provide research units with its technological platforms and specific resources to address university/company technology transfer issues.

The STS PFR’s research will be grouped around a general theme focused on technological and societal challenges. This theme is “industries of the future”: industry 4.0, digital technology and its
applications in science and technology, science and technology for health, sustainable cities, information-communication and society.

In order to build an ecosystem conducive to collaborative work for innovation, the STS PFR will contribute to the Target University’s innovation and entrepreneurship policy. In particular, it will provide access to its many educational and technological platforms.

Resources

In addition to the resources generated by its academic activities, its promotional activities and the strong financial support of the socio-economic world, the STS PFR will receive financial and human resources allocated by the Target University within the framework of a multiyear COM. These resources will be used to support the PFR’s three fundamental missions.

Driven by a strong ambition to innovate, both in pedagogy and research, the PFR will devote a significant part of its own resources, in addition to recurring resources, to developing original, structuring and unifying projects in the areas of its expertise. This policy will be driven by the collaboration and international openness of the PFR’s training and research activities.

Governance

The PFR’s organisation will be based on collegial management, sharing best practices and strengths and integrating individual specificities; a management committee, representing all of the PFR’s entities (training/research); a PFR board, the deliberative body, including designated socio-economic partners; and the PFR’s internal regulations, which will depend on the authority defined centrally and the PFR’s degree of autonomy.

PFR management

The PFR director will be appointed by the president of the Target University, after consultation with the PFR. He will be a member of the Target University’s COMEX.

PFR board

The board will be the PFR’s decision-making body. It will be comprised of a maximum of 40 members, including elected faculty member representatives; elected student representatives; elected BIATSS staff representatives; and at least 25% outside members (from the regional socio-economic environment).

Management team

The PFR will be headed by a director, assisted by a management team that will include the deputy director in charge of research, the deputy director in charge of training and the PFR’s administrative director.

Management committee

The PFR will have a management committee, which will include, in addition to the management team, a representative of each of the PFR’s internal structures, the PFR’s student representative, the PFR’s staff representative, project managers and the PFR’s department heads.
**Research commission (CR)**

The research commission will be responsible for distributing the resources allocated by the Target University under the terms of the COM and for the PFR's own resources, mobilised to support its research activities. To do this, it will rely on an office that includes the director, the deputy director in charge of research and the directors (or their representative) of the research laboratories whose primary affiliation is with the PFR. The directors of research units with a secondary affiliation to the PFR may also be invited to research commission meetings.

**University Training and Campus Life Commission (Commission formation universitaire et vie des campus, CFUVC)**

The University Training and Campus Life Commission (which acts as the PFR's training commission) will be responsible for ensuring compliance with the training guidelines defined by the Target University. It will organise training within the PFR, monitor the various indicators and allocate resources. It will examine and give its opinion on new training courses, on initiatives for innovative, new pedagogical practices, and on student or staff projects concerning campus life.

It will include the director, the deputy director in charge of training, the various project managers by type of training, and elected teaching staff and students.

**Links with other PFRs**

Because of its wide range of subject areas, the STS PFR will have many connections with the other PFRs. These interchanges may be based on structures or commissions dedicated to training and research, and shared between PFRs. Another possibility would be for the deputy research directors of the partner PFRs to be closely associated with the PFR's research commission, on a reciprocal basis, by being stakeholders.
### 09. RESEARCH UNIT AFFILIATIONS

The asterisks indicate primary affiliations awaiting confirmation. Secondary affiliations are subject to an ongoing discussion process with the research units.

<table>
<thead>
<tr>
<th>Primary affiliation</th>
<th>Secondary affiliations</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIOSCIENCES AND PHARMACEUTICAL SCIENCES (BSP)</td>
<td>CIRI(<em>), CRCL(</em>), CRNL(<em>), ENES, ICBMS(</em>), ISC, ISC-L2C2, IVPC, LBBE, LBTI, LBVPAM, LEHNA, LEM, MAP, MMSB, SBRI</td>
</tr>
<tr>
<td>LAW</td>
<td>2IF, CERCRID, CLHDPP, EDIEC, EDP Lyon, ELJ, GRAPHOS, Francophonie studies, Globalisation and international relations</td>
</tr>
<tr>
<td>EDUCATION AND SPORT</td>
<td>ECP, L-VIS, LIBM(*), S2HEP</td>
</tr>
<tr>
<td>ENGINEERING</td>
<td>AMPERE, CETHIL, CREATIS, DISP, ERIC, , IMP, LAGEPP(<em>), LASPI(</em>), LBMC(<em>), LHC, LIRIS, LMC2(</em>), LMFA, MATEIS</td>
</tr>
<tr>
<td>MANAGEMENT AND ACTUARIAL SCIENCES (MASc)</td>
<td>COACTIS, LSAF, Magellan</td>
</tr>
<tr>
<td>HEALTH SCIENCES (PUSH)</td>
<td>BiIGC-EA2521, CARMEN, CRCL(<em>), CRNL(</em>), CTO-EA3738, GIMAP, HeSPeR, Homéostase -EA4174, IMMUNO-EA4130, INMG, LabTAU, LIBM(*), LyOS, NDC-U1213, P2S, PI3-EA7426, SAINBIOSE, SNA-EPI-EA4607, TAPE, UMRESTTE</td>
</tr>
<tr>
<td>SCIENCES AND HUMANITIES</td>
<td>ArAr, C2P2(<em>), CEL, CELEC-CIEREC, CERCC, CIHAM, CIRI(</em>), CMW, CRAL, CRMN, EVS, GATE, HiSoMa, IAO, ICAR, ICBMS(<em>), ICJ, IETT, IGFL, IHRIM, ILM, IP2I, IRCE-Lyon, IRPhI, ISA(</em>), LARHRA, LBM-Cell, LC@ENS, LEM-CERCOR, LGL (incluant LMV@SAINT-ÉTIENNE), LGPC(<em>), LHCEP(</em>), LIP, LMI(*), LP@ENS, MARGE, RDP, TRIANGLE, UMPA</td>
</tr>
<tr>
<td>SCIENCES, TECHNOLOGY AND SOCIETY (STS)</td>
<td>BioDyMia, ELICO, LAGEP(<em>), LASPI(</em>), LBMC(<em>), LMC2(</em>)</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>---------</td>
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</tr>
<tr>
<td>ANR</td>
<td>French National Research Agency (<em>Agence nationale de la recherche</em>)</td>
</tr>
<tr>
<td>ARS</td>
<td>Regional Health Authority (<em>Agence régionale de santé</em>)</td>
</tr>
<tr>
<td>BIATSS</td>
<td>Library, engineering, administrative, technical, social and health personnel</td>
</tr>
<tr>
<td>CA</td>
<td>Board (<em>Conseil d'administration</em>)</td>
</tr>
<tr>
<td>CAVé</td>
<td>Student affairs council (<em>Conseil académique de la vie étudiante</em>)</td>
</tr>
<tr>
<td>CCPANT</td>
<td>Joint consultative committee for non-permanent staff (<em>Commission consultative paritaire des agents non titulaires</em>)</td>
</tr>
<tr>
<td>CE</td>
<td>University council (<em>Conseil de l’établissement</em>)</td>
</tr>
<tr>
<td>CFR</td>
<td>Training and research board (<em>Conseil de la formation et de la recherche</em>)</td>
</tr>
<tr>
<td>CFRR</td>
<td>Training, research and consolidation board (<em>Conseil de formation, de recherche de regroupement</em>)</td>
</tr>
<tr>
<td>CFVU</td>
<td>Education and university life commission (<em>Commission de la formation et de la vie universitaire</em>)</td>
</tr>
<tr>
<td>CHSCT</td>
<td>Health, safety and working conditions committee (<em>Comité hygiène, sécurité et conditions de travail</em>)</td>
</tr>
<tr>
<td>CHU</td>
<td>University Hospital (<em>Centre hospitalier universitaire</em>)</td>
</tr>
<tr>
<td>CIFRE</td>
<td>Industrial agreements for training through research (<em>Conventions industrielles de formation par la recherche</em>)</td>
</tr>
<tr>
<td>CISR</td>
<td>Inter-institutional centre for network services (<em>Centre inter-établissement pour les services réseaux</em>)</td>
</tr>
<tr>
<td>CLCC</td>
<td>Cancer centre (<em>Centre de lutte contre le cancer</em>)</td>
</tr>
<tr>
<td>CNRS</td>
<td>French National Centre for Scientific Research (<em>Centre National de la Recherche Scientifique</em>)</td>
</tr>
<tr>
<td>CoDir</td>
<td>Management committee (<em>Comité de direction</em>)</td>
</tr>
<tr>
<td>COM</td>
<td>Objectives and resources contract (<em>Contrat d’objectifs et de moyens</em>)</td>
</tr>
<tr>
<td>COMEX</td>
<td>Executive committee (<em>Comité exécutif</em>)</td>
</tr>
<tr>
<td>ComUE</td>
<td>Community of Universities and Higher Education Institutions (<em>Communautés d'universités et établissements</em>)</td>
</tr>
<tr>
<td>COS</td>
<td>Strategic steering committee (<em>Comité d’orientation stratégique</em>)</td>
</tr>
<tr>
<td>CPE</td>
<td>University joint commission (<em>Commission paritaire d’établissement</em>)</td>
</tr>
<tr>
<td>CPGE</td>
<td>Preparatory classes for the grandes écoles (<em>Classes préparatoires aux grandes écoles</em>)</td>
</tr>
<tr>
<td>CPME</td>
<td>Confederation of Small and Medium-sized Enterprises (<em>Confédération des petites et moyennes entreprises</em>)</td>
</tr>
<tr>
<td>CRCT</td>
<td>Sabbatical for research or thematic conversion (<em>Congé pour recherches ou conversion thématique</em>)</td>
</tr>
<tr>
<td>CRBSP</td>
<td>Biomedical and Public Health Research Committee (<em>Comité de recherche biomédicale et santé publique</em>)</td>
</tr>
<tr>
<td>CS</td>
<td>Scientific board (<em>Conseil scientifique</em>)</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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</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 professeurat 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>HR</td>
<td>Human resources</td>
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<tr>
<td>Code</td>
<td>Name</td>
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<tr>
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</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>
</tr>
<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>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>NMR</td>
<td>Nuclear magnetic resonance</td>
</tr>
<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>
</tr>
<tr>
<td>SATT</td>
<td>Technology Transfer Accelerator Office (<em>Société d'accélération du transfert de technologies</em>)</td>
</tr>
<tr>
<td>SFR</td>
<td>Federative research structure (<em>Structure fédérative de recherche</em>)</td>
</tr>
<tr>
<td>SIDD</td>
<td>Interuniversity service, La Doua (<em>Service interuniversitaire domaine de La Doua</em>)</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>---------</td>
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</tr>
<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>
</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 (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>