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”\(^{14}\) 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\(^{st}\) 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

\(^{14}\) 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.\textsuperscript{15}

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

\textsuperscript{15} See Volume 1, Section 2.2.2.
nominated by the Target University and representatives of other PFRs nominated by these PFRs\textsuperscript{16};
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,\textsuperscript{17} 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 \textit{intuitu personae}, will be

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

\textsuperscript{17} See Volume 1, Section 2.2.1.
defined jointly by the PFR’s stakeholders at its creation. 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, 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;

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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.