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 at 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.