

Theme	Objective	Target year 4	Achieved	Explanation
Governance, resource allocation and HR	Set the stage for a unified university	One merged university	2019	The main document explains in detail the changes to the overall institutional strategy, which will lead to the creation of a new university by January 1st, 2019.
	Set up a strong project governance and management	All change management procedures fully working. University management set up	2018	The roadmap to the creation of the new university is designed, and relies on a strong change management procedure involving the whole community in 2018, with an emphasis on administrative services.
	Allocation of the resources to excellency	University internal call fully working: 95% of resources allocated in accordance with the business plan	2013	The channelling of resources to excellence, in particular with internal calls, has been fully functioning from the start of the IDEX project, and will continue with a dedicated IDEX management team.
	Support HR transformation	200 positions redeployed into the perimeter of excellence thanks to retirement	2016	The redeployment of staff position has been progressively installed since the first semester 2016.
	Foster USPC community mobilisation (students, academics, personnel, partners)	USPC sense of belonging fostered	2018	The effort to support the sense of belonging to the new university is embedded into the roadmap to the merger, and targets the various categories of users (students, administrative staff, academic staff, etc.).
Scientific ambition	Set up a structuring and research framework achieving international standard of excellence	Leverage effect raising the overall standard of USPC's research units and USPC's visibility	2017	We reached the target set for ERC in 2017 with a total of 63 grants. Through the various PIA calls for projects (Labex, Equipex, IHU, internal IDEX calls), a large share of our staff is directly impacted and involved in excellence projects supporting the vision of the new university. Chairs of excellence were attractive and several have already resulted in new ANR or ERC projects. The first ranking of the new university as such will happen in 2019, with an expected rank within the top 50-60.
	Organise research framework and foster interdisciplinarity	USPC's new divisions and departments set up and fully working	2019	USPC had set up an internal organisation for research (eg the four thematic poles have been efficient in mapping research skills, activities and platforms, or in incubating emerging projects), but the creation of the new university, with its faculties and institute, will impact the organization of research starting 2019.
		Rationalization of research map effective in strategic areas, in concordance with the AERES and the IAB	2013	The research framework has been set and has been revised according to the new projected institutional evolution. The IAB was not installed. AERES reviewed USPC in 2013 and HCERES is due review USPC in 2018 on the basis of its self-assessment report provided in October 2017.
		USPC's first three interdisciplinary institutes set up and working	2014	One key research initiatives led by USPC was focused on Interdisciplinary Programmes (IDPs): 9 IDPs were selected after a 3-step process (call for expression of interest, external review, recombination of preselected proposals), and their external assessment in 2017 was very positive for most of them.

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	Consolidate scientific equipment	Rationalization of the existing technological platforms and equipment	2017	Different types of platforms ("local", belonging to a laboratory/institute; "university" organized at the level of current institutions; "COMUE" recently created and shared by USPC members, with a support of 2 M€ internal funds) are open to external laboratories and industrial partners according to common specific rules for each category. Support from the new university is adapted to the type of each platform and decided collectively to rationalize the investments.
		Plan for their further upgrading defined	2019	The Research Committee of the target university will organize future upgrading of existing platforms and will be in charge of the creation of additional platforms according to the future needs of the community and to scientific monitoring
Teaching ambition and innovation	Develop a streamlined and unique teaching offer	A single structure for the future unified university's educational programmes organized by the departments and coordinated at the division level.	2019	The IDEX project has been instrumental to create a shared in-depth knowledge of the existing teaching offer and teaching & learning practices. The proper unification and streamlining of the teaching offer is inherent to the creation of the target university (eg. through the creation of the 'Collège des licences').
	Transform the bachelor level philosophy and increase success rate	Successful implementation of the first undergraduate experiments (double-specialisation degrees between different divisions, foundation course, new orientation process)	2016	Thanks to the IDEX-funded teaching & learning initiatives, we have, at least partially, managed to reach this objective. However, the full-scale deployment of undergraduate experiments will be achieved only through the target university.
	Redefine the master degrees based on LabEx and build upon collegiums	Implementation of the two collegium structures and first new Labex masters degrees	2016	Two collegiums structures have indeed been built, with several new Master tracks created within the Labex.
	Structure new initiatives for doctoral students	Doctoral studies structured around the division. Doctoral studies organized as PhD programmes with common rules and practices.	2014	The doctoral college has been created and provides the structure for doctoral students.
	Create "Oxford-style" colleges	Implementation of the 2 first colleges.	--	The commitment to create colleges has been set aside to prioritise other actions benefitting to the internationalisation of the campus.
Economic partnerships, result exploitation and technology transfer	Intensify research in partnership and technology transfer	Partnership research contracts for 35M€, 100 patents filed per year	--	More than 120 patents per year (129 in 2016). Partnership research contracts are amounting to an average of 10M€ per year on the period, but with a clear upward trend between 2012 and 2016.
	Support economic initiatives	10 start-ups created per year	2013	55 maturation projects supported during the period, and an average of 18 start-ups created each year between 2012 and 2016.
	Favor career placement	Introduce professional skill development into 50% of the courses with 3000 apprenticeships	--	<i>Data unavailable</i>
	Develop executive education	Turnover growth of 20% per year on the basis of 10M€/year in 2013	--	<i>Data unavailable</i>
	Develop private resources	Volume of resources generated by fundraising: 4M€	2015	USPC foundations fundraising was in 2015 of a total amount of 4.1M € (data from the last USPC 2015 evaluation report)
	Intensify cooperation with socioeconomic actors	4 plans with competitiveness clusters	2020	In 2015 there was one contract with a competitiveness cluster and we are a member of System@tic (Paris Region Digital Ecosystem). We plan to develop our cooperation with the socioeconomic actors within the next 3 years and sign at least three new contracts.

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International and European policy	Set up a strong and coordinated European and international policy and develop permanent presence abroad	Streamlined collaborations in concordance with the USPC scientific policy	2015	International relations have been structured, and participation in international networks reinforced (Guild, M8 alliance). The European Research network (RRE) has been created within USPC, that brings together the European Grants Advisors from the Institutions of USPC. On the 2013-2017 period, the RRE has been instrumental in supporting applications to EU-funded calls and in influencing the European policy at a national and European level (CPU, alliances, EARMA...)
		Six offices	2016	5 offices abroad have been created (Sao Paulo, Buenos Aires, Singapour, Almaty, CVV-Berlin). In addition agreements have been signed and implemented with the universities of Sydney, Peking and Montreal.
	Increase number of academic exchanges	Full term academic exchanges (+50%)	--	<i>Data unavailable</i>
	Increase the number of student exchanges and develop international dual degrees	3rd year students of USPC college studying abroad (500)	--	No creation of USPC college has been done.
		Increase of 50% foreign students (M&D)	2020	The proportion has grown from 10% in 2011 to 15% in 2016. The progression is good but slower than expected and we might need to revise this indicator.
		Increase of 30% dual degrees	--	<i>Data unavailable</i>
	Make USPC a major player in the European HE&R area	Increase funding from EU by 20%	2020	The total increase in European funding during the period is c. 30%, mainly coming from ERC funding.
	Increase the number of signed USPC publications and monitor USPC international attractiveness	Increase of 30% signed USPC publications in a language other than French	--	<i>Data unavailable</i>
Monitoring instrument implemented		--	Monitoring of USPC publications with foreign partners can be done through the WoS (see maps in appendix 3 for Europe and the USA)	