

# File for allocating the label following the interruption of the IDEX USPC

<b>Full title of the IDEX project</b>	Université Paris 2019
<b>Website of the IDEX project</b>	<a href="https://universiteparis2019.fr/">https://universiteparis2019.fr/</a>
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<b>Date written</b>	December 18th, 2017

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## 1. PROJECT PRESENTATION: CHANGES MADE TO THE INITIAL PROJECT AND NEW AMBITION

### 1.1 A NEW PERIMETER FOR A WELL-DEFINED TARGET UNIVERSITY

#### Changes in the composition of the consortium leading the IDEX project

List of partners when the completed probationary period was evaluated in 2016	
Higher education and research institutions (HEI), members of Université Sorbonne Paris Cité [USPC]:	
<ul style="list-style-type: none"> <li>- Université Sorbonne Nouvelle – Paris 3 [Sorbonne Nouvelle];</li> <li>- Université Paris Descartes [Paris Descartes];</li> <li>- Université Paris Diderot [Paris Diderot];</li> <li>- Université Paris 13 [Paris 13];</li> <li>- Ecole des hautes études en santé publique [EHESP];</li> <li>- Institut de physique du globe de Paris [IPGP];</li> <li>- Institut national des langues et civilisations orientales [Inalco];</li> <li>- Institut d'études politiques de Paris [Sciences Po].</li> </ul>	
National Research organisations [NROs], also members of USPC:	
<ul style="list-style-type: none"> <li>- Centre national de la recherche scientifique [CNRS];</li> <li>- Institut national de la santé et de la recherche médicale [Inserm];</li> <li>- Institut national d'études démographiques [Ined];</li> <li>- Institut de recherche pour le développement [IRD];</li> <li>- Inria.</li> </ul>	
Current situation – December 2017	
Partners no longer involved	New partners
<p>All initial partners are still members of the consortium. However, as associated partners of the Target University, the following institutions are no longer core partners (see explanation below):</p> <ul style="list-style-type: none"> <li>- Sorbonne Nouvelle;</li> <li>- Paris 13;</li> <li>- EHESP;</li> <li>- Inalco;</li> <li>- Sciences Po.</li> </ul>	<p>Fondation Maison des sciences de l'homme [FMSH] joined in March 2017 as a new member of USPC and will be an associated partner of the Target University but not a core partner.</p> <p>In addition, Ecole nationale supérieure d'architecture Paris Val de Seine [ENSAPVS] signed an association agreement with Paris Diderot in March 2017 and will therefore be automatically associated to the Target University.</p>

The table above highlights the considerable evolution of USPC's IDEX consortium since 2015, with a clear differentiation between institutions that will be part of the Target University and those that will be associated partners of this university.

At the heart of the project, three institutions will merge in 2019<sup>1</sup> in order to create the Target University: Paris Descartes and Paris Diderot universities and Institut de Physique du Globe

<sup>1</sup> The provisional date for the merger has been fixed on the 1<sup>st</sup> of January 2019.

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de Paris. The Target University will have full control over all shared strategic tools, including PIA funds such as the IDEX. National research organisations will be strongly involved in the governance of the Target University.

Our new perimeter integrates the core of our scientific potential, both in quantitative and in qualitative terms. We publish almost 10% of all French articles indexed in Web of Science, and our academic staff has received many distinctions. Since 2012, we have demonstrated the impact of the IDEX on our research potential by increasing the number of ERC grants from 37 in 4 years (IDEX proposal 2011, p.57) to 63 since 2012 within the perimeter of the Target University alone, and by improving our citation impact in all fields (see appendix 7).

Type	Domain	Numbers
<b>ERC (2008-17)</b>	Science & Engineering	56
	Health	30
	Humanities & Social Sciences	12
	Interdisciplinary	2
<b>IUF (2008-17)</b>	—	77
<b>Major Prizes (2011-17)<sup>2</sup></b>	—	18

Our Target University will thus be one of the leading European research universities, with the best score in terms of citations per article in France (CWTS Leiden PP10%, THE citation criteria), and will figure amongst the top 50 in the world in 8 of ARWU's subject rankings. We will also be the only case in France and one of a handful in the world where a merger will have a strong positive impact on international rankings such as ARWU, where we will pass from outside the top 100 to 53<sup>rd</sup>, but also QS and THE<sup>3</sup>.

Associated partners will be able to join the Target University at a later date if and when their profile and strategy align with that of the Target University. Access to IDEX funding will also depend on the alignment of their strategy with the Target University, and their commitment to a common trajectory.

### Genesis of the current project

**The 2012 project: initial ambition and commitments.** The 2012 IDEX project explicitly aimed at creating a single fully merged institution:

*The Excellence Initiative (IDEX) project [...] details the creation of a new unified university within the next four years (by 2016). [...] The eight founding institutions - four universities (Université Sorbonne Nouvelle, Université Paris Descartes, Université Paris Diderot, Université Paris 13) and four special-status higher education and research establishments (Institut d'études politiques de Paris, Institut national des langues et civilisations orientales - INALCO, Institut de physique du globe de Paris - IPGP and Écoles des hautes études en*

<sup>2</sup> International Prizes; Gold & Silver Medals by CNRS and equivalent by Inserm.

<sup>3</sup> See below for details.

*santé publique - EHESP), have decided to move beyond their differences to construct a single new university<sup>4</sup>.*

At that time, the project was built around a wide consortium, which would have gathered a total of 10,300 academic staff and 113,000 students, but it proposed to distinguish within these institutions a perimeter of excellence made of 37% of the staff<sup>5</sup>. It was backed up by a clear timeline and a series of commitments for each of the core missions of the university (research, teaching, international relations, campus life and transfer).

**2012-2015: the problem and the wrong solution.** Between 2012 and 2015, we successfully launched a broad series of projects<sup>6</sup> but failed to implement the initial roadmap for the institutional merger and to define a common HR policy. Our initial diagnosis, which highlighted the lack of competitiveness of French institutions on the international scene and the need for bold institutional change, was correct but our solution proved to be unrealistic and incomplete.

On the one hand, we underestimated the complexity (both political and practical) of merging so many institutions, as well as the readiness of our academic communities to accept such a deep change in their identity and institutional belonging. Merging two or three institutions is hard; truly merging eight simultaneously, rather than simply integrating them in an alliance of institutions, is almost impossible.

On the other hand, we were unable to tackle the heterogeneity in terms of mission, vision and business models that characterised our consortium at both an intra and an inter-institutional level. The initial solution to that challenge had been to create a transversal perimeter of excellence across the institutions. With the benefit of hindsight, we realise that this solution made sense but was incomplete: it was only conceived for the 37% of existing staff that were members of the perimeter of excellence within the pre-existing institutions. The institutional fate of the rest of our researchers (and the majority of our students) remained undefined and the way in which existing institutions were supposed to be divided was not mentioned.

The new law on Higher Education and Research promulgated in 2013 made it possible to postpone this difficult discussion: rather than tackling the internal contradictions in missions, which all French institutions have but which were particularly prominent in our consortium (student selection, recruitment processes, governance, territorial coordination, etc.), we avoided them by creating an overarching ComUE. Between 2013 and 2015, we therefore focused our efforts on promoting common projects and improving the links among our students and staff. As a result, in the end of the probationary report, we wrote:

*The "Target University" – a comprehensive, unified university bringing together eight HEIs – is embodied as an "institutional community (ComUE)" whose new statutes were approved by decree on 31 December 2014. This legal framework provides a stable policy and organisational framework for the future, helping us address the strategic priorities of USPC and our IDEX whilst facilitating greater integration between institutions. This is consistent*

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<sup>4</sup> IDEX application file, December 2011, p. 27.

<sup>5</sup> *Ibid.*, p. 9.

<sup>6</sup> These projects are described in detail in our report to HCERES, which is attached in appendix 5.

*with the development of our comprehensive, unified university and the roadmap described in the Idex framework.*<sup>7</sup>

The international jury's answer was clear:

*Instead of completing the merger of universities that was planned in the selected proposal, the partners chose to form a loose confederation of universities, tied together by shared services and several interdisciplinary clusters. Today, USPC has no clear objective, target, or path that would lead to an integrated research university which would be recognized internationally. Furthermore, the consortium of members has clearly stated their intention to introduce no institutional change in the coming six years. In the absence of a track record of success and a credible future, the jury recommends that the USPC Idex project be stopped*<sup>8</sup>.

This conclusion was a realistic assessment of our institutional situation: our ComUE was a university system, like University of London, but not a world-class university, such as Manchester University.

**2016-2017: crisis and renewal.** The failure to secure the Idex was keenly felt by our students and staff, who had built strong ties over the previous years. It forced us to rethink our future. We realised that remaining a loose confederation made little sense: in central Paris, the competition is intense and several of our leading researchers and departments told us that they would leave if we didn't succeed in establishing ourselves as one of the top four universities in France. Over the following year and a half, we therefore analysed different perimeters and models, before finally settling on the solution outlined in this proposal.

Initially we suggested a merger of our four universities. But that solution failed to deal with underlying problems, such as the different missions or the geographical location of the universities. This was felt most strongly by Paris 13, whose location in northern Paris and important mission of territorial development were hard to reconcile with the central Parisian location of the three other universities and the preeminent research vocation of Paris Descartes and Paris Diderot. We therefore adjusted our proposal in Autumn 2016 and restricted the merger to the three universities of central Paris, whilst developing a strong link to that of Paris 13. A vote of the boards of the four universities in December 2016 and January 2017 confirmed the decision to explore that scenario.

From January 2017, we began a period of very intense collaborative work, which included: weekly meetings of the nine HEI members of USPC dedicated specifically to questions regarding the Target University; working groups on the key issues facing the university, involving a wide cross-section of our communities; seminars, during which we systematically compared our institutional strategies on all key missions and benchmarked them with leading institutions worldwide. These seminars and working groups provided us with a 360-degree understanding of the current situation and potential for evolution of each of our institutions.

This led us to considerably refine the mission and vision of our Target University and to alter the perimeter: IPGP decided to join the merger, whilst Sorbonne Nouvelle chose to opt out. Sciences Po worked closely with Paris Descartes, Paris Diderot and IPGP to define the model

<sup>7</sup> Idex, End of Probationary Period Evaluation Report, December 2015, p. 11.

<sup>8</sup> Rapport d'évaluation du jury Idex, 2015, p. 1.

and statutes of the Target University. However, the calendar was too short for Sciences Po to convince their stakeholders to merge by 2019.

Thanks to the work done throughout 2017 and to the close proximity between the involved institutions, our merger is now well underway, and has been submitted to the vote of our Boards. A preliminary version of our statutes has been written, approved by our Boards (see appendix 2) and transmitted to the Ministry. Our roadmap and methodology are thus ready.

### **Individual institutional analysis**

**Pros and cons for each institution.** The underlying difficulty faced throughout the last few years was to define and prioritise our missions. While the aim of the IDEX call is to enable the emergence of world-class universities, that of the ComUE was to facilitate territorial coordination. In a competitive, highly diverse, environment such as Paris, an institution trying to fulfil too many missions is unlikely to excel in any<sup>9</sup>.

Beyond the above-mentioned seminars, we therefore shared an in-depth discussion to identify partners for whom joining the Target University, clearly geared towards research excellence, made sense, partners for whom joining the Target University at some point in the future may make sense, and partners for whom joining the Target University is simply not realistic. The results are presented here.

*Profile 1. Research intensive universities.* Paris Descartes and Paris Diderot are research intensive universities. Their total research production is slightly lower than that of Université Paris Sud or UPMC, hence their ranking between 101-200 in ARWU. However, the impact of their scientific production is higher than that of all other French institutions (as measured by PP Top10% in CWTS Leiden, but also by citations in THE, by articles in N&S in ARWU, etc.). Together, they have the potential to be one of the world's leading universities and one of the top four in France.

The challenges for these two universities are multiple: they lack international brand visibility, whereas their neighbours are building strong new identities<sup>10</sup>; they face strong competition to retain existing talent and attract new high potential scholars. Paris Descartes is particularly strong in biomedical sciences but lacks critical mass in several other fields; Paris Diderot was the first comprehensive university in France and is ranked in the top 5 in France in many fields but is not clearly number one in any specific domain. For Paris Descartes and Paris Diderot, merging into a single university and regaining the IDEX status is necessary but it is not enough. Paris Descartes and Paris Diderot need to ensure that the resulting university is as competitive and visible as neighbouring institutions such as PSL and Sorbonne University.

*Profile 2. Research intensive specialised institutions with strong international outreach.* Sciences Po and IPGP are both recognised as world leaders in their field but are original in terms of institutional structure. Their international counterparts are sometimes specialised institutions (like the LSE) but mostly departments or laboratories of comprehensive research universities (e.g. the Division of Geological and Planetary Sciences at CalTech, or the Faculty of

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<sup>9</sup> In most countries, different HEI fulfil different missions. This difference can be institutionalised, like in California with three public university systems or in Germany with the universities and *Fachhochschulen*, or not, like in the UK, where all institutions are 'universities', but only some are research intensive.

<sup>10</sup> Notably Sorbonne University following the merger of UPMC and Paris Sorbonne.



Human, Social, and Political Science at the University of Cambridge). Integrating a research university with a governance that guarantees both a strong central strategy and a high degree of institutional autonomy such as that of their counterparts, therefore makes sense for them.

Beyond the national missions of IPGP<sup>11</sup>, the key difference between these institutions is in the research/teaching balance and the public profile. Whereas IPGP is focused primarily on research (192 researchers, 107 PhDs, ca. 300 students) and well known amongst specialists, Sciences Po has an important student population (ca. 13,000), comparatively few full-time researchers (227) but is a household name in France and abroad. This difference explains the current position of the two institutions: IPGP will join the Target University immediately, whereas the board of Sciences Po has voted not to join in the short-term but will remain a strong partner and re-evaluate its position once the Target University has been created.

*Profile 3. Comprehensive university.* Comprehensive universities have a significant degree of research activity and a wide range of undergraduate and graduate programs, including professional degrees. As a comprehensive university, Paris 13 balances both teaching and research. The institution does not necessarily top the league tables, but has the capacity of producing quality research whilst providing excellent training opportunities, allowing students to access highly qualified jobs<sup>12</sup>. Being closely associated to the Target University makes perfect sense, since it provides both students and staff with possibilities for collaboration and privileged access to the facilities of the Target University. As such, Paris 13 will be a fully autonomous associated partner capable of strengthening the research potential of the Target University and providing its expertise in initial and lifelong training.

*Profile 4. Universities and institutions with a strong profile in languages and civilisations.* Sorbonne Nouvelle has a marked profile in Humanities and Social Sciences with one School and one Institute of international reputation, two UFRs specialised in Literature and Linguistics on the one hand, Area Studies on the other and one UFR in Arts and Media. In this it is distinctive from all other Arts and Humanities HEIs in the Greater Paris area. Inalco is one of a handful of institutions worldwide with a specialisation in languages and civilisations with the largest concentration of staff in Europe working on Africa, Asia, Middle East and Eurasia (the most similar being SOAS in London). It has a national mission of serving all students in the field of non-western and/or rare languages and civilisations and is known worldwide in these fields.

The fields of specialisation of these two institutions are not affected in the same way as others by the ongoing globalisation of HE&R; they are difficult to measure in bibliometric terms and are, at least in part, only just starting to adapt to a more competitive research environment.

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<sup>11</sup> IPGP has a series of national missions for the monitoring of telluric risks (volcanoes, earthquakes, etc.) and the Earth magnetic field that involve running a network of 50 observatories and stations worldwide, whose rules and regulations are as distinctive as those of university hospitals. These missions are generally devoted to national institutions (e.g. USGS in the US, INGV in Italy) and this explains why the IPGP will not be integrated into the Faculty of Sciences but will retain a status allowing to preserve its mode of operation, bearing similarities to national labs in the US system.

<sup>12</sup> A good comparison here would be with Coventry in the UK where two universities are based and collaborate closely: the University of Coventry and the University of Warwick. Warwick is a leading research university (between 50th and 100th in the world depending on the ranking); Coventry is not ranked by ARWU and appears at the 601-800th rank in THE. Yet Coventry University was better evaluated than Warwick by the Teaching Excellence Framework (gold vs silver) and even has a higher percentage of international students.



Before considering joining their forces to those of the Target University so as to form one of the world's leading centres for languages and civilisation studies, both Inalco and Sorbonne Nouvelle need the time to rethink their respective long-term strategies.

*Profile 5. Multi-site specialised institutions.* EHESP (Public Health) and FMSH (Humanities and Social Sciences) have clearly identified national missions and different structures from the other institutions. FMSH does not employ permanent scholars but has a network of institutions embedded in different universities throughout France, where it welcomes scholars and drives research. Despite its national mission, the core of EHESP's research and teaching activities are located in Rennes with some strategic activities in Paris. Both partners are fully involved with the long-term project of the Target University, however it would not make sense for either to merge within this university. They will thus remain associated partners.

*Profile 6. National research organisations.* Five NROs will be partners of the Target University. CNRS, the largest French NRO, is strongly involved in all scientific fields of the Target University through all its 10 institutes, with nearly 1,500 permanent staff, including about 900 researchers. The Target University will be the main French academic partner of Inserm, with ca. 1,300 permanent staff, including about 600 researchers specialised in Biomedical and Health Sciences, and with an interest in exploring new interfaces with Biomathematics, Bioinformatics, Biophysics and Social Sciences. IRD, Ined and Inria have a more focused contribution, respectively in Development, Environment, Demography and Health Sciences for IRD, in Population Studies for Ined and in Digital Sciences and Technologies for Inria. In addition, along with Paris Descartes, Paris Diderot and IPGP, CNRS, Inserm and IRD have established an extensive network of observatories and joint labs abroad. CNRS and Inserm are also playing a critical role in defining and supporting research infrastructures, including, for CNRS, those in Humanities and Social Sciences.

**The core of the Target University: Paris Descartes, Paris Diderot and IPGP.** The different profiles defined above clearly show why a Target University integrating all 9 members of the ComUE makes little sense and why the first three institutions to merge are Paris Descartes, Paris Diderot and IPGP. This merger is a true merger, not an alliance of institutions, but differs from previous mergers of French universities within the IDEX call:

- it involves a '*grand établissement*' and two universities;
- these two universities are already comprehensive (unlike all those involved in mergers up until now) and share, as such, several extensive overlaps in terms of disciplinary fields;
- they are merging in order to boost their research potential in specific fields (notably Health) and their overall visibility (this will be the first case in France of a merged university being much better ranked than the component parts previously were).

## 1.2 TARGET UNIVERSITY: RENEWED AMBITION

Our ambition is to create a world-class research-intensive university, at the heart of Greater Paris's higher education and research system. It will be formally created in 2019 by the merger of the universities Paris Descartes and Paris Diderot, as well as by the integration of the IPGP. It will take the form of an experimental EPSCP (*'Etablissement public à caractère scientifique, culturel et professionnel'*).

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This university will build on the excellence of both the research impact and academic leadership of its three founding institutions, and on the density of its partnerships with NROs (especially CNRS and Inserm). It will be recognized worldwide:

- For its global excellence in research, as measured by quantitative and qualitative criteria;
- For its comprehensiveness, with all key disciplinary fields covered;
- For its excellence in Health Sciences, Physics and Mathematics, Biological Sciences and Earth and Planetary Sciences (with various subjects in the world's top 25 or top 50 in each of these fields);
- For its established interdisciplinary approach of major societal issues;
- For its strength in Health Sciences, where it will be the leading European university;
- For its internationally recognised institute in Earth and Planetary Sciences;
- And for being a 'learning university' that promotes research-based education, innovative teaching, student experience and societal engagement.

**Students' population and staff** (see appendix 3 for more details). When created in 2019, the Target University will have ca. 64,000 students, nearly 4,500 permanent academic staff (including ca. 1,500 researchers from NROs) and ca. 3,000 technical and administrative staff.

HEALTH SCIENCES	NATURAL & EXACT SCIENCES (including IPGP)	HUMANITIES & SOCIAL SCIENCES												
Students 27,812	Students 12,795	Students 24,165												
(The distinction between L, M & D level is not relevant in this domain in the French system)	<table border="1"> <tr> <td>Bachelor</td> <td>44%</td> </tr> <tr> <td>Master</td> <td>44%</td> </tr> <tr> <td>Doctorate</td> <td>12%</td> </tr> </table>	Bachelor	44%	Master	44%	Doctorate	12%	<table border="1"> <tr> <td>Bachelor</td> <td>60%</td> </tr> <tr> <td>Master</td> <td>34%</td> </tr> <tr> <td>Doctorate</td> <td>6%</td> </tr> </table>	Bachelor	60%	Master	34%	Doctorate	6%
Bachelor	44%													
Master	44%													
Doctorate	12%													
Bachelor	60%													
Master	34%													
Doctorate	6%													
Academic staff 1,182	Academic staff 864	Academic staff 820												

Medicine is a professional school and, as such, the separation between Bachelor and Master students makes little sense (as does counting the non-selective first year). A similar argument can be made for Law, but all other fields have either a balance between undergraduate and graduate students or more graduate students than undergraduate, which is quite unusual in the French university system.

In terms of student numbers, the Target University will be comparable to other large top 50 research universities such as Toronto, Ludwig Maximilian (Munich), Michigan (Ann Arbor), Wisconsin (Madison), UCLA or Melbourne.

**Scientific profile of the Target University and benchmark<sup>13</sup>**. The perimeter of the Target University clearly highlights our fields of excellence, which correspond to those identified by bibliometric analyses and are closely correlated with our results in the different PIA calls.

<sup>13</sup> In this section, all rankings refer to ARWU (Shanghai), because they provide the only rankings, which are reproducible and whose indicators are not dependent on reputational surveys. Simulations were done by D. Docampo (University of Vigo, specialist of international rankings). For current ranking of Paris Descartes and Paris Diderot, see <http://www.shanghairanking.com/Shanghairanking-Subject-Rankings/index.html>

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Field	ARWU ranking	PIA instruments	Other
<b>Medical Sciences</b>	Top 50 in 4 of ARWU's 6 subjects (and top 25 in Clinical Medicine)	3 Labex, 4 RHU, 2 IHU, 3 Cohorts, 1 PHUC (Cancer research)	Over 20% of total Inserm staff will be working within the Target University (both in Life & Medical sciences)
<b>Life Sciences</b>	Top 50 in both Human Biological Sciences and Biological Sciences	Nodes of 2 national research infrastructures, 1 Labex, 2 EUR (including 1 shared led by Paris Saclay)	2 USPC chairs of excellence
<b>Earth Sciences</b>	Top 20	1 Labex shared with Astrophysics and Cosmology, 1 shared EUR led by Sorbonne University	2 USPC chairs of excellence
<b>Physics and Mathematics</b>	Top 25 in both fields	2 Labex	2 USPC chairs of excellence (including Nobel Laureate G.F. Smoot, in Astrophysics)
<b>Linguistics</b>		1 Labex (with Sorbonne Nouvelle, Inalco & Paris 13)	2 USPC chairs of excellence
<b>Population studies</b>		1 shared EUR (jointly led by Ined & Paris 1)	
<b>Interdisciplinary Science</b>		1 IDEFI, 1 EUR	9 USPC interdisciplinary programmes

We benchmarked our departments against different institutions, based on their research potential and our intensity of collaboration with them:

- Medicine and Life Sciences: Johns Hopkins (comprehensive university with a very strong medical component), King's College London (similar level of specialisation in Medicine and Life Sciences with very interesting initiatives such as the Francis Crick Institute), Karolinska Institute (leading medical university in continental Europe);
- Earth Sciences: ETH Zurich (world number 1), Berkeley (3<sup>rd</sup>) and CalTech (5<sup>th</sup>) with which IPGP collaborates closely;
- Physics and Mathematics: Manchester University (24<sup>th</sup> in the world and 3<sup>rd</sup> in UK in Natural Sciences and 11<sup>th</sup>/1<sup>st</sup> in Physics), Sorbonne University (leading French university, close collaborator and competitor), Johns Hopkins (top 20, for the link between Natural Sciences and Medical Sciences).

These results highlight the two areas where our institution is most original in the French context: Earth Sciences, where IPGP is by far the main actor in France, and Medicine with over 20% of the research staff of Inserm working in our Target University. They also underline our great strength in Physics and Mathematics (which is characteristic of French institutions in general), our potential in Life Sciences and our comparative weakness in Humanities and Social Sciences (when compared to international benchmarks).

**International ranking and visibility**<sup>14</sup>. The complementarity and synergy of the profiles of Paris Descartes and Paris Diderot will, unlike most other mergers, result in a spectacular increase in their overall ranking<sup>15</sup>. This is particularly true of ARWU, where it is possible to compute a precise forecast of our rank (data reproduced directly from ARWU for Paris Descartes and Paris Diderot and predicted for USPC and the Target University).

Perimeter	ALU	AWD	HICI	N&S	PUB	PCP	Score	FTE	Ranking
Paris Diderot	11.4	9.3	15.4	29.5	46.2	24.5	24.2	1329	101-150
Paris Descartes	11.4	9.3	24.4	11.1	42.5	22.8	21.3	1211	151-200
USPC as a whole	16.1	13.1	28.9	32.1	67.2	19.2	32.5	4,260	53 <sup>rd</sup>
Target university	16.1	13.2	28.9	32.1	63.1	23.5	32.1	2,624	53 <sup>rd</sup>

This forecast fully validates the perimeter of the Target University: (i) The Target University alone publishes almost as much as the whole of USPC and most production of excellence is concentrated there (highly cited authors, Nobel Prizes and Field Medals, publications in *Nature* and *Science*), despite the total number of academic staff being just over half; (ii) The performance of the Target University is far better than that of USPC on weighted criteria used by rankings such as CWTS Leiden, THE or QS, such as the total number of academic staff (FTE criteria in the table above).

Indeed, our Target University is currently the leading French institution, according to both ARWU’s criteria of publications in *Nature* and *Science* and, most importantly, according to CWTS Leiden’s ranking of PPtop10%, which measures citation impact.

University	P	P(top 10%)	PP(top 10%)
1 Univ Paris VII Paris Diderot	4502	621	13.8%
2 Univ Paris V Paris Descartes	3537	480	13.6%
3 Univ Paris XI Paris-Sud	5329	711	13.3%
4 École Polytech	1497	200	13.3%
5 Univ Paris VI Pierre & Marie Curie	7551	1005	13.3%

This indicator is key because it shows the quality of our current research and therefore our potential in the years to come. Indeed, according to ARWU’s Alternative Ranking, which does not take into account past performance as measured by Alumni and Award criteria, our Target University would be the leading French University, ranked 43<sup>rd</sup> in the world<sup>16</sup>.

<sup>14</sup> See detailed appendix on rankings.

<sup>15</sup> The other main French university mergers (Aix-Marseille, Bordeaux, Grenoble Alpes, Sorbonne and Strasbourg Universities) have had little to no impact on their rankings. Two other mergers will, theoretically, also have a positive impact on their rankings in ARWU: PSL or University Paris Saclay. However, both already have an institution ranked in the top 100.

<sup>16</sup> ARWU's Alternative ranking excludes the Award factor. Most French institutions are heavily dependent on Nobel Prizes and Field Medals (see: <https://lc.cx/gfGm>).

Other international rankings such as THE and QS are more difficult to simulate because they depend largely on reputation surveys, whose results are not made public<sup>17</sup>. However, the perimeter of the Target University and the provisional name [*Université de Paris*] are far better suited to the key criteria of these two rankings than the ComUE USPC: (i) Most quantitative criteria in THE and QS are weighted (by number of staff/students/etc.), ensuring that our new perimeter improves our results (see FTE criterion in table above); (ii) Reputational surveys are the most important criteria (33% of the total score in THE, 40% in QS) and are heavily dependent on name recognition<sup>18</sup>. Specialists from these ranking agencies have confirmed that our Target University should therefore be able to join the world's top 100.

Our Target University will thus be not only well ranked but ideally positioned to further improve its ranking in the coming years by building on its research strength and visibility.

**Manchester University: a comparable history.** As mentioned above, our scientific profile resembles that of comprehensive research-intensive universities with a strong specialisation in Medicine, such as Johns Hopkins University. In terms of our institutional history however, the best comparison is with Victoria University of Manchester and UMIST, which merged to create Manchester University in 2004<sup>19</sup>. Like our institutions, they shared a long history of collaboration but felt that they did not possess the critical mass to compete with the Golden Triangle (Oxford, Cambridge, London). Both universities were research intensive, shared the same missions and felt they needed to improve student experience and broaden the portfolio of courses. UMIST (mainly Engineering & Natural Sciences, with some Social Sciences (Business & European Studies), and some Medicine) was more specialised than VUM, which was a comprehensive university with a scientific portfolio similar to that of Paris Diderot.

When they merged, VUM and UMIST decided to restructure their Target University by creating 4 large faculties: Life Sciences, Health (which were merged in 2016<sup>20</sup>), Science and Engineering, and Humanities. This was decided in order to enable the central university to concentrate on defining an ambitious overall strategy and to avoid the president and his team becoming embroiled in operational issues. Interestingly, Manchester University is one of the only examples of a merger having a strong impact on the position of the resultant university in international rankings, and more specifically in ARWU (from 89<sup>th</sup> in 2003 to 38<sup>th</sup> in 2017)<sup>21</sup>. This enabled the University in the late 2000s to break into what is now called the Golden Diamond and is also linked to a massive boost in fundraising (Manchester University has the 4<sup>th</sup> largest endowment in the UK).

<sup>17</sup> In THE, many universities actually lose positions following a merger (both French ComUEs to have been ranked by THE have lost positions compared to the individual institutions ranked in the previous year).

<sup>18</sup> Paris Diderot is currently the best ranked French university on the 'Citations' criterion of THE, but only 9<sup>th</sup> on the 'Research' and 'Teaching' criteria. This apparently illogical result is due to a lack of visibility: the 'Research' and 'Teaching' criteria are largely dependent on a reputation survey, where name recognition is key (University Paris 1 – Panthéon-Sorbonne, specialised in Humanities and Social Sciences, is the 2<sup>nd</sup> best institution in France according to the 'Research' Criteria of THE and the 3<sup>rd</sup> in 'Academic Reputation' of QS).

<sup>19</sup> See <http://www.hepi.ac.uk/wp-content/uploads/2014/03/Manchester-UMIST.pdf> for a short presentation.

<sup>20</sup> This merger was the result of a decades-long effort to renew and strengthen Life Sciences at Manchester, notably to develop a translational approach, ensuring smooth research pathways—from pure discovery science through to clinical application and patient care. The Faculty is now called Biology, Medicine and Health.

<sup>21</sup> The only other example of a European university progressing in ARWU's top 100, following a merger is Copenhagen.

**Strategy**

**Research.** Our overall strategy relies on three key pillars: (i) Boost our areas of excellence and consolidate our position in the world's top 25 universities in 8 to 10 subject fields<sup>22</sup>; (ii) Improve the quality and international visibility of our research in Humanities and Social Sciences and define specific quantitative indicators (number of publications in Scopus; citation impact, rankings in THE); (iii) Expand our interdisciplinary programmes on key societal challenges. Of these three pillars, the latter two imply important changes.

In Humanities and Social Sciences, we need to further develop our expertise in fields where we already have a critical mass of scholars such as Law, Psychology, Sociology, Area Studies & Linguistics, or Education, but which are difficult to evaluate in terms of standard bibliometric analyses. We can potentially be world leaders in two fields by developing our existing strengths in collaboration with our associated partners: Social Sciences with Sciences Po and FMSH, and Area Studies & Linguistics with Inalco and Sorbonne Nouvelle.

To better address key societal challenges, we will build on our disciplinary expertise and on the success of the existing USPC interdisciplinary programmes to foster a new set of broad transverse projects and programmes:

- Universe, Earth, Environment (natural hazards, climate change): from fundamental processes to monitoring, mitigation strategies and public policies;
- New challenges in Health and Life Sciences: from Systems and human Integrative Biology to Public Health studies;
- Exploring the interfaces of Biomedicine with Mathematics, Physics and Chemistry as well as with Humanities and Social Sciences;
- Exploring the transformations of societies and individual behaviours in the world through Area and Global Studies;
- Harnessing the data deluge across all disciplines, from Physics to Health and Life Sciences, to Humanities and Social Sciences;

**Teaching.** Our Target University will promote modularity and interdisciplinarity, research-based teaching from Bachelor to PhD, internationalisation, incoming and outgoing international mobility and innovative pedagogies. Unlike in research, where we will be building on existing strengths, we need to adopt a more disruptive approach to our teaching strategy by up-scaling successful innovations and shifting our focus towards excellence<sup>23</sup>.

**Undergraduate education.** The core of our undergraduate teaching strategy will be based on developing flexible and highly modular curricula opened across our faculties, allowing students to construct multidisciplinary trajectories with progressive specialisation. This will include extending our major/minor or double degrees and developing interdisciplinary courses. A selection of undergraduate courses will be offered in English for top students (*'parcours internationaux'*) and these courses will be combined with an out-going semester in the final

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<sup>22</sup> For example, in the future faculty of Health, specific integrated biomedical research programs will be developed in key areas such as 'kidney and metabolism', 'cardiovascular pathology and ageing', 'immunology' or 'microbiology and infectious diseases', in addition to its already strong position in human genetics.

<sup>23</sup> The perimeter of our Target University and our strategy are aligned with the new law enabling universities to define criteria for accepting students.



year of undergraduate. The global coordination of our undergraduate programs will be done by an Undergraduate College ('*Collège des Licences*': see § 1.3).

Graduate Education. The current academic programmes of our three institutions are already largely integrated, with many shared doctoral schools inside a single doctoral College. Graduate courses are particularly attractive with a large share of international students at the master and the PhD levels and many double degrees. We will develop our educational programmes along three main lines: (i) Research-oriented curricula will be regrouped in graduate research schools associating master programs and doctoral schools, based on our Labex and research centres; (ii) At the master level, we will also offer curricula with a strong professional orientation in our fields of excellence. For these, we will specifically develop partnerships with socio-economic stakeholders and build on our expertise in practical case studies and simulation platforms in professional settings; (iii) Internationalisation of our master programmes and increasing joint degrees and summer programmes.

Health studies. The two Medical, two Dental and the Pharmacy Departments of Paris Descartes and Paris Diderot Universities are leaders in France. However, despite their strengths, their international reputation is limited, Paris Descartes being ranked between 100-150 and Paris Diderot between 150-200 (QS World University Rankings). We believe that grouping the strengths of the five departments under the same banner will increase both the academic and employer reputation of the new Faculty of Health of Paris University with the objective of becoming the 1<sup>st</sup> Health School in France, top 10 in Europe and top 50 in the world within the next 5 years, not only in terms of research but also of reputation.

To achieve this, we will (i) integrate the existing training and research offer into a single, highly visible structure, while exploiting the specificities of each of the healthcare professions, (ii) offer our students access to the world's largest group of university hospitals and medical departments comprising the best professionals, (iii) propose innovative programmes and structures (medical simulation platforms, digital learning), and (iv) improve the links between education in Health and Humanities (Literature, Ethics, Law, Science).

Finally, we are preparing to launch a new experimental innovative health training program (Bachelor of Health), which we think could resolve the problems generated by the organization of health studies in France (with 85% failure rates in the first-year final exams), and create a new integrated interactive training in all health domains.

Lifelong Learning. Rather than develop a full range of lifelong learning programmes (most of which lose money), we will concentrate on professional continuing education in area where we have strong expertise and where we can be potentially profitable. These include first and foremost Health, where there is an important market for healthcare sector professionals, as well as law, psychology, education, business and languages. Our general strategy will be to improve the organisation of continuing education services, and redesign and extend the portfolio of programs, based on shorter modules, e-learning and digital resources, making it more accessible to professionals.

Teaching and learning innovation. Finally, we intend to build upon our earlier series of achievements in teaching & learning innovation (e.g. IDEFI IIFR and IDEFI-N #MOOCLive; iLumens, SAPIENS and PERL shared services of USPC) by scaling-up earlier actions and initiating new ones.



**Developing a shared identity, a feeling of belonging and student experience.** IDEX activities, notably in campus and student life, have played a major role in creating a shared feeling of belonging to a growing USPC community. However, the creation of the Target University will obviously mark a new stage in this regard.

One of our main challenges will be to create a shared sense of student identity and belonging to the University of Paris across the various campuses. Our main campuses are closely strung along the Seine, within easy walking distance or, at most, a couple of stops on the *Métro*, but we will have a particular challenge in integrating the other campuses. Therefore, as part of the institutional merger of the institutions, we have planned a series of activities aimed at creating this feeling of belonging to the new institution. Those activities all belong to a general internal communication plan (see § 2.1.5).

Another priority will be to further develop student experience to help them become actors of civil society and committed citizens. This concept encompasses all aspects of the student's professional path in a higher education institution, from initial contact to professional integration, and combines knowledge, skills and self-knowledge. It requires an environment of intellectual, social, cultural, artistic and sporting development, enriched by the learning of foreign languages and the opportunities offered by the involvement in international programmes.

**Innovation and transfer.** The Target University will have a very strong innovation potential<sup>24</sup>, which is currently under-exploited, in part because our technology transfer forces are fragmented. We will design and articulate a consistent set of actions, based on existing success stories, such as the *Paris Biotech Santé* incubator<sup>25</sup> or the upcoming opening of a translational research centre in Onco-Hematology, which will be a major opportunity to boost our strategy in this domain<sup>26</sup>. Other specific R&D platforms (e.g. a drug discovery centre), as well as emerging projects, such as the student entrepreneurship initiatives and specific curricula (e.g. *Bioentrepreneur* master program), are currently under consideration.

At the heart of our strategy, we will step up sourcing and maturation activities with our TTO, IdF Innov, starting with domains where we have a competitive advantage (e.g. health and well-being, or risk prevention and management, such as our project on early seismic risk detection, which requires instrumentation development together with industrial partners), but with the aim to extend it to the whole spectrum of our research activities.

Another priority will be to reinforce the contribution of the Target University to Medicen (the regional competitiveness cluster in Health, gathering hundreds of SMEs and large Pharmaceutical companies, and of which Paris Descartes and Paris Diderot are currently board members), to establish partnerships with other clusters (e.g. CapDigital and Systematic that focus

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<sup>24</sup> see e.g. the In4M index by Nature, which shows that Paris Descartes and Paris Diderot are respectively 2<sup>nd</sup> and 4<sup>th</sup> in France in terms of influence of their research on innovation,

<https://www.natureindex.com/supplements/nature-index-2017-innovation/tables/top200-institutions-lens>

<sup>25</sup> PBS (<http://www.parisbiotechsante.org/>) was jointly created in 2000 by Paris Descartes, Inserm, ESSEC and Ecole Centrale Paris, and supported by the Ministry of Research, *Ville de Paris* and *Région Ile-de-France*. Since 2000, with a total budget of 12M€, it has contributed to the creation and development of more than 80 start-ups.

<sup>26</sup> A new building delivered in March 2018 will include R&D platforms opened to shared-projects with the industry (IHU project in next PIA3 call), and a therapeutic innovative medicine products center (with AP-HP). This project is the outcome of a cooperation between Paris Diderot, AP-HP, Inserm and *Ville de Paris*.

on the digital ecosystem), and to strengthen networking with industrial partners by regularly organizing meetings and workshops between researchers and SMEs or major companies.

**International partnerships.** Our strategy will first rely on a strong communication component: a strong brand, starting with the visibility provided by a simple, easy-to-identify name and associated to the unique affiliation of scientific publications; a sincere interaction with the ranking and bibliometric agencies in the months preceding the actual merger, in order to make sure that the new institution is immediately and correctly taken into account.

In addition, our strategy will prioritise four major axes:

- Network membership: an institutional participation to key thematic academic networks (M8 Global Alliance in Health, Geo8 European network in Geosciences) and to global programmes building on the international networking capability of some of our associated partners (e.g. FMSH, IRD).
- Privileged partners: extending our network of privileged partner universities characterised by: excellence and regional leadership; location in a ‘world city’; readiness to support reciprocal mobility and to co-fund collaborative research and teaching on shared societal challenges.
- Scientific presence abroad: interactions with NROs to consolidate our network of joint labs abroad and in France, and establish new ones.
- Attractiveness and mobility: the revival of mobility schemes, especially for Master students, with a focus on the privileged partner universities.

Considering our scientific potential and the high density of our existing collaborations in Europe (especially with German, British, Spanish and Italian universities and research bodies; see appendix 3), we will put a specific emphasis on increasing our participation to the European Higher Education and Research Areas. More precisely, we aim at:

- Increasing our participation in institutional networks, such as the EUA and the Guild of European Research-Intensive Universities;
- Implementing best-practices, such as those promoted under European HRS4R (see § 2.1.7);
- Increasing our participation in EU-funded research, teaching and mobility programmes (e.g. ERC, Erasmus+) and in major emblematic instruments where our presence is presently too limited (e.g. building a European University with some of our privileged partners).

### 1.3 TARGET UNIVERSITY: CLEAR STRUCTURE, EFFICIENT GOVERNANCE

#### Legal Status

A draft version of the statutes is provided in appendix 2. It has already been shared with the Ministry for Higher Education, Research and Innovation, which has confirmed that the limited legal changes that will be necessary appear to be fully in line with what is planned for the forthcoming legal ‘*Ordonnances*’, which should be published in Spring 2018.

**Structuring of the Target University**

<b>Statutes of the Target University</b>	
Have the Target University's statutes been written?	NO
If NO, have draft statutes been produced for the Target University?	YES
If YES, do the projected statutes require a change in the law?	YES
Have these statutes or their draft been approved by the partners that will be integrated? YES. A detailed draft was approved by the Board of IPGP on 7 <sup>th</sup> of December 2017, by the Board of Paris Diderot on 12 <sup>th</sup> of December 2017, and is submitted to the Board of Paris Descartes on 19 <sup>th</sup> of December 2017.	
<b>Scope of the Target University</b>	
List of partners that are expected be integrated in the Target University (stating, if possible, the year of integration) Indicate for each one whether he will keep his legal personality	
- Université Paris Descartes will merge in 2019 (no more legal personality)	
- Université Paris Diderot will merge in 2019 (no more legal personality)	
- IPGP will be integrated in 2019, and will keep its legal personality (see the details below)	
List of partners who will not be included in the Target University, excluding research bodies Indicate the nature of their relationship with the Target University within the IDEX project	
- EHESP will be an associated partner and part of the consortium agreement.	
- FMSH will be an associated partner and part of the consortium agreement.	
- IEP de Paris (Sciences Po) will be an associated partner and part of the consortium agreement, and will re-evaluate its position once the Target University has been created.	
- Inalco will be an associated partner and part of the consortium agreement, and will re-evaluate its position once the Target University has been created.	
- Université Paris 13 will be an associated partner and part of the consortium agreement.	
- Université Sorbonne Nouvelle – Paris 3 will be an associated partner and part of the consortium agreement, and will re-evaluate its position once the Target University has been created.	

**Governance and structure**

**Key characteristics.** To ensure efficiency, we strived to balance a strong central strategic capacity of the university with a large autonomy of its components in terms of operational implementation. In a university of our size, this is best achieved by creating a few large faculties and ensuring that they have a high level of autonomy to enable them to take on operational responsibility, develop a strategy for research and teaching in their specific fields and coordinate the work of their departments and laboratories<sup>27</sup>.

Central university bodies can then focus on major strategic questions. These are best tackled by a strong executive team —made of the President, a few vice-presidents and the faculty

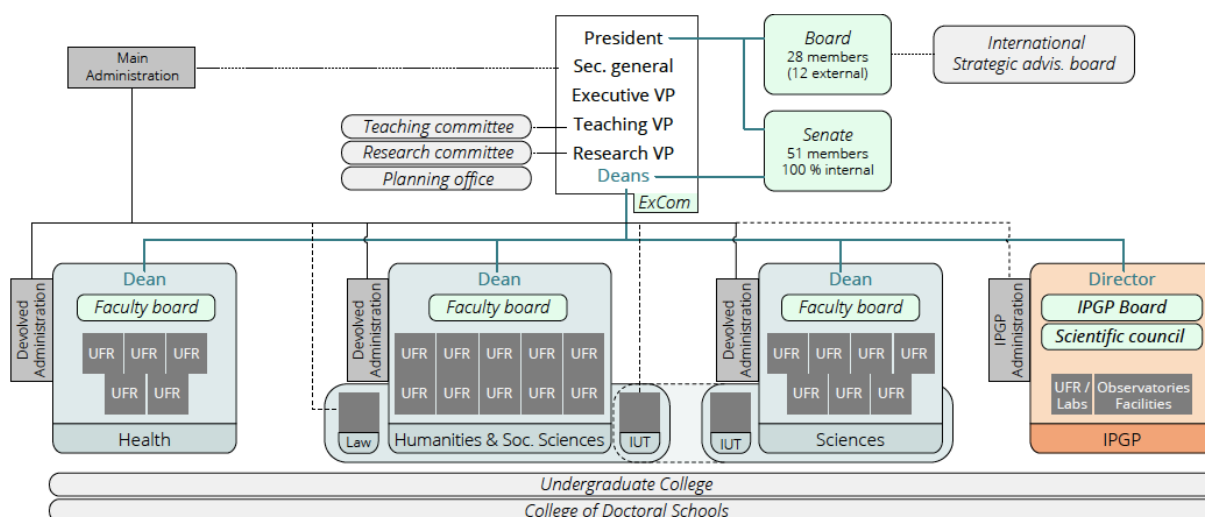
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<sup>27</sup> This work was based on benchmarking and interviews with universities, including Manchester, Sorbonne and UCL, which have recently decided to create 3 or 4 large schools or faculties to which a number of operational functions have been delegated.

Deans—, which answers directly to a tight university board with a high proportion of external members and a larger academic senate, composed of members of the academic community and responsible for the management of academic affairs<sup>28</sup>.

The relationships between each faculty and the university as a whole are defined through pluriannual agreements (*‘contrats d’objectifs et de moyens’*), coherent with the overall pluriannual strategic plan of the university (*‘contrat d’établissement’*). The alignment of the central bodies and the faculties is further reinforced by the President formally nominating the Deans, who are in turn members of the central executive team.

This analysis led us to adopt the following structure, with three faculties and one institute (similar to Manchester University or, in the French context, to Sorbonne University): the Faculties of Health, of Humanities and Social Sciences, of Sciences, and the IPGP.



**Central governing bodies.** Together, those requirements led us to identify three main central governing bodies:

- the **University Board**, with external members alongside elected representatives, will be the body in charge of the main strategic decisions, as prepared by the Executive Board and the Academic Senate (notably the approbation of the budget, of the main strategic guidelines, of the pluriannual strategic project with the State);
- the **Academic Senate**, composed of representatives of the 3 faculties and the IPGP (academic staff, administrative and technical staff, students), will be in charge of the day-to-day management of academic affairs, and strongly involved in defining our research and education strategy;
- the **Executive Board** gathering the President, the first Vice-President, the Vice-president for Research, the Vice-President for Education, the 4 Deans, and the Chief Administrative Officer (*‘Directeur général des services’*), will be the main executive body, guaranteeing solidarity between the faculties.

In addition: (i) the **International Strategic Advisory Board** (SAB) will provide advice on the overall strategy and reporting of the university; (ii) the **Health and Safety Committee** and the

<sup>28</sup> This model corresponds fairly closely to that of German Universities such as Stuttgart.

Technical Committee will be created, according to the regulations of the French *Education Code*; (iii) the Ethics and Research Integrity Committee will provide its expertise to the Executive Board as well as overview charters and issues related to Ethics and Research Integrity.

**Main decision flows and powers of the President.** The President and the University Board will have the final say on all main questions related to the overall strategy of the university: budget, research and teaching strategy, HR, global partnerships. However, considering the size of the university, the quality of the decisions will be ensured by an interplay between the faculties and the central bodies in charge of the overall strategy and quality management.

The decision-making processes are thus always roughly the same: (i) Central bodies, advised by the Strategic Advisory Board, define the main guidelines and directions; (ii) Faculties are in charge of elaborating concrete implementation proposals in line with this strategy; (iii) These proposals are then discussed, amended and decided upon centrally.

**Allocation of financial means.** Currently, the budget of each institution is dependent on two main kinds of resources: State allocation (SCSP: ‘*subvention pour charge de service public*’) and self-generated resources from tuition fees, research contracts, etc. (‘*ressources propres*’).

The budget of the Target University will therefore allocate the SCSP between the faculties, and define the amount contributed by the faculties to finance the central activities and strategic operations common to the whole university.

In order to encourage faculties to generate resources, the basic principle is that self-generated resources will remain in the faculty which generated them, minus a percentage, which will be transferred to the central university to support structural costs and fund transversal strategic initiatives and priorities. The same principle applies for the HR policy, with a core allocation going through the faculties, but with a fraction being available to be used as a strategic lever.

This general model has some exceptions such as the Faculty of Medicine and IPGP, which, by law, receive part of their budget and/or human resources directly from the Ministry, in order to guarantee their capacity to fulfil their national missions. This will not prevent common guidelines and strategy being defined at the university level for them also.

On the basis of a first overall guidance provided by the Senate, the faculties will therefore propose a preliminary budget. The Executive Board will be in charge of consolidating it and suggesting a first series of decisions, to be submitted to the Senate for feedback and finally to the vote of the University Board (with a slightly different process for IPGP).

IDEX and other strategic funds will be transferred to the Target University as soon as it is created and managed by an IDEX committee (which will include representatives of the associated partners), placed under the authority of a Vice-President on a model comparable to the ‘*cellule investissements d’avenir*’, implemented by the universities of Bordeaux or Strasbourg). IDEX funds will be used to boost the overall strategy of the Target University and targeted to launch new initiatives and projects, which will be expected to become self-funding.

**Decision-making.** Our Research strategy will be decided by the Board and implemented by the VP for Research and his team, the Research Committee. In collaboration with NROs, they will (i) define detailed targets with the different faculties and laboratories of the university,

(ii) monitor and coordinate research activities, including external evaluations, in all disciplines, (iii) coordinate transverse research infrastructures and other matters, and (iv) provide strategic advice to the Executive Board on all matters regarding research.

Similarly, our Teaching strategy will be defined by the Board and implemented by the VP for Education and his team, the Education Committee, who will have similar functions as their research counterpart, on both disciplinary and transverse matters such as curriculum organisation, language training, student guidance, digital resources, continuing education, etc. The Undergraduate College will be composed of all directors of undergraduate programs. It will discuss a unified framework (principles, assessment, shared resources, transversal programs...), which will be submitted to the University Senate.

**Planning and quality management office.** As mentioned in our introduction, we were unable to implement our initial 2011 project mainly because of our diverging institutional profiles and missions. However, the lack of proper monitoring and planning tools did not help. Since 2015, we have progressively been building our expertise in this type of tool (see appendix 3 and USPC report to HCERES in appendix 5). With the creation of our Target University, we will regroup our experts in a dedicated planning and quality management office, which will be placed directly under the authority of our central bodies and be modelled on the Directorate of Planning of Manchester University<sup>29</sup>. This office will monitor key research indicators of the university and selected benchmark institutions.

#### 1.4 TARGET UNIVERSITY: CALENDAR, METHODOLOGY AND RECOGNITION

The proposal that we have just described implies important institutional transformations that have started to be planned in 2017 and will further continue in 2018.

For IPGP, decision-making will need to be integrated within the overall strategy of the Target University, and education programmes in Earth Sciences will be extended to the undergraduate level with the transfer of the UFR STEP from Paris Diderot to IPGP<sup>30</sup>.

Paris Descartes and Paris Diderot will fully reorganise their internal structure, with existing UFR and laboratories being integrated within the three faculties, and support services being allocated either to these faculties or to the central bodies of the Target University.

These changes need to be carefully managed and should not be rushed in order to guarantee that our academic staff, our students and especially our administrative staff and support services retain their existing work conditions or see them improved.

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<sup>29</sup> <http://www.staffnet.manchester.ac.uk/planning/>

<sup>30</sup> As a department, STEP is already largely de-facto integrated with IPGP.



## ALLOCATION OF THE IDEX LABEL

## EVALUATION FILE – 2017

Previous achievements: perimeter definition and draft of the statutes (end 2016-end 2017).

2017	Dec (16) - Jan	Vote of the Boards of Paris Descartes, Paris Diderot and Sorbonne Nouvelle to start discussing a merger
	Jan - Jun	Work groups on core missions and support services define the current situation in each institution and identify key challenges
	Jul	Sorbonne Nouvelle chooses to opt out, IPGP and Sciences Po join Paris Descartes and Paris Diderot to prepare the statutes of the Target University
	Aug - Nov	Work group on the statutes of the Target University, weekly seminars
	Oct	The Board of Sciences Po votes not to join the Target University in the short term
	Dec	Vote of the Boards of Paris Descartes, Paris Diderot and IPGP on the draft of the new statutes and the merger proposal

Upcoming milestones: creation of the Target University (end 2017-end 2018).

2018	Jan	Work groups on core missions and support services are re-activated in order to propose a model for the new university, carefully distinguishing which services need to have fully merged in 2019 and which services will be merging between 2019 and 2021
	Jul	Publications of the governmental decree announcing the merger
	Sep	The constitutive assembly of the New University votes the Statutes
	Nov	Elections of the Board of the Target University
2019	Jan	The new University is formally created. Paris Descartes and Paris Diderot cease to exist, IPGP becomes an internal component of the new university

**Three main phases.** In order to ensure a successful merger, we have therefore clearly differentiated three phases:

- 2019: formal merger of the two universities and integration of IPGP within the Target University;
- 2019-2021: progressive integration of support services;
- 2019-2023: progressive reorganization of internal components of the three faculties (research units and departments).

This approach is different from Bordeaux, where most of the work on the merger was done prior to the formal merger, but similar to Aix-Marseille and Manchester University, where most of the process actually took place after the formal merger. Like in Aix-Marseille and in Manchester, the second and third phases will be defined with our communities in a bottom-up approach. For this reason, and because the merger will be effective at the end of the first phase, we will limit our description here to this phase here.

The schedule is tight but clearly feasible. We defined it after in-depth discussions with other institutions that have been through similar merger processes in France and in Europe, basing



ourselves on the studies undertaken by HEFCE and by the EUA on merger processes<sup>31</sup>. The calendar is similar to that successfully followed by Paris Sorbonne and UPMC, with whom we collaborate intensely, seeing both our geographical proximity and the fact that we share many laboratories and programmes.

We have already started communicating extensively (<https://universiteparis2019.fr>, newsletter, meetings) and will involve our communities throughout the merger process. We are also working on a new brand identity—logo, colour, graphic chart, communication supports, etc.— which will be translated in the day-to-day interactions of the students and staff (student or staff cards, email account, campus signage system, affiliation of scientific publications).

Last but not least, throughout the upcoming period of transformation, we will focus on social dialogue, which will be based on the following guarantees:

- Maintaining or improving the status and existing career plan of all our staff;
- Ensuring optimal work conditions;
- Guaranteeing that all professional mobility will be voluntary;
- Preserving or improving existing compensation schemes;
- Including a social pact in the statutes of the Target University;
- Reinforcing psycho-social risk prevention, in particular those linked to the merger process;
- Reinforcing our policy of equal opportunities.

**International recognition.** The Target University will be recognised by all major rankings and university associations once the merger is effective, because it clearly fulfils the key criteria for being a single institution and not a university system<sup>32</sup>. These criteria are explicitly mentioned by CWTS Leiden<sup>33</sup> but also the EUA<sup>34</sup>, as well as ARWU<sup>35</sup>.

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<sup>31</sup> *Collaborations, alliances and mergers in higher education: Outcomes of consultation*, HEFCE, 2012. *Define Thematic Report: University mergers in Europe*, EUA, 2015.

<sup>32</sup> To the best of our knowledge, only THE does not differentiate between universities and university systems and allows institutions themselves define their perimeter (as long as they correspond to a legal entity). This explains that THE ranks some ComUE (such as PSL and the Federal University of Toulouse) but also some American University systems (such as University of Massachusetts), whereas all other rankings rank the constituent parts (i.e. ENS, University of Toulouse Paul Sabatier or University of Massachusetts Amherst).

<sup>33</sup> “Many French institutions of higher education have been grouped together in Communautés d’Universités et Etablissements (ComUEs), succeeding the earlier Pôles de Recherche et d’Enseignement Supérieur (PRES). Except in the case of full mergers, the Leiden Ranking still distinguishes between the different constituent institutions.” <http://www.leidenranking.com/information/universities>

<sup>34</sup> “A university is understood to be a sustainable higher education institution that conducts research and provides degree programmes at two of the three Bologna cycles (BA, MA, doctorate)”. EUA statutes [http://www.eua.be/Libraries/eua-documents/Belgian\\_statutes\\_EN\\_2013\\_final.pdf?sfvrsn=0](http://www.eua.be/Libraries/eua-documents/Belgian_statutes_EN_2013_final.pdf?sfvrsn=0)

<sup>35</sup> See Liu, N. C., & Cheng, Y. (2005). The Academic Ranking of World Universities. *Higher Education in Europe*, 30(2), 127–136

## 2. RESULTS OBTAINED, ACTIONS UNDERTAKEN AND PLANNED ACTIONS

### 2.1 PROJECT PRESENTATION AS PER THE NINE CRITERIA

#### 2.1.1) Research excellence

The international jury highlighted that “*the scientific excellence of the USPC members is beyond doubt*”. However, they also questioned the impact of IDEX funding.

The research actions led by USPC had 3 main objectives: (i) Fostering collaborations between fields and institutions (mainly through interdisciplinary programmes); (ii) Reinforcing areas of excellence and research infrastructures (through open calls); (iii) Attracting top-level researchers and PhD students (through chairs of excellence and a fellowship programme for international PhD students). Analyses comparing a 3-year period before and after the IDEX started show significant progress in terms of number and impact of publications. Indeed, our fields of excellence all maintained or improved their impact, and other disciplines such as humanities and social sciences markedly improved theirs (see appendix 5). However, it is also true that these research actions had little structural impact on the university as a whole.

With the end of the IDEX funding, we concentrated available funds on supporting our chairs of excellence and on completing our interdisciplinary programmes, which are a distinctive feature of USPC and were positively evaluated in November 2017 (see appendix 6)<sup>36</sup>.

The research strategy of the Target University will be implemented through a set of complementary actions, many of which involve a close coordination with NROs:

- Core research funding: allocated to all research labs through a central process, using rules set by the Senate and based on scientific evaluation, type of research and size. This is already implemented under identical schemes in Paris Descartes and Paris Diderot.
- Attractiveness programs, comprising: chairs of excellence (see § 2.1.7), visiting scholar grants, and the revival of a strong international PhD program, for which extension of the existing EU COFUND program INSPIRE will be sought.
- Infrastructure programs: further funding (concerted with NROs) of the range of shared technological platforms that already exist (computing, imaging, cohorts, -omics...).

Additional calls for projects will eventually be set up to seed-fund new emerging projects or to support strategic research. A specific effort will also be made to develop the international visibility of Humanities and Social Sciences (support for publishing, networking...) in concertation with our associated partners.

Flagship projects. Our overall strategy will notably valorise our existing interdisciplinary programmes. We will assess which should be continued or can become self-sustainable, launch a

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<sup>36</sup> Examples of successful interdisciplinary programs are ‘*The Person in Medicine*’ that brings together researchers in Philosophy, Anthropology, Sociology, Psychology and Literature, as well as in Medicine to study how patients, healthcare professionals and caregivers construct their psychological, social and ethical subjectivity, or ‘*Earth Policies*’ that assembles researchers from Sciences Po, IPGP and Paris Diderot to study climate-induced modifications of our environment that have potentially many societal and political consequences as well as strong effects on human health. This programme has recently won competitive funding by the national program ‘*Make our Planet Great Again*’ and is attracting private companies interested in the energy transition.

set of new interdisciplinary programmes (after external scientific evaluation) and provide momentum to a few flagship projects. Some of these programmes and flagships are already in the making, others are currently being designed, new ones will undoubtedly emerge in the future. Here is a non-exhaustive list of those being currently considered:

- An institute of Public Health, integrating our unique research and teaching ecosystem (potential top 20 worldwide). It will develop new methods in Epidemiology as well as an ambitious Big Data strategy based on existing and upcoming cohorts, including biological, environmental and social data. It will promote transdisciplinary research in association with our partners, and a new graduate school in population health sciences.
- An integrated drug discovery centre to be created in a new building located in the present Faculty of Pharmacy as part of a major overhaul program currently underway. It will be closely connected to the pharmaceutical industry and benefit from a unique local ecosystem of large university hospitals, biotech incubators, and research centres.
- A Biotechnology institute for Health, with the aim to interface Biology and Medicine with Chemistry, Physics, Applied Mathematics, Computer Sciences and Cognitive Sciences in a single site. This institute will be devoted to transdisciplinary questions such as pharmacology, human behaviour and interactions with its environment, etc.
- A centre for Digital Humanities, which could be set up within the framework of the USPC university library network, in coordination with Sorbonne Nouvelle, Paris 13 and FMSH. Based on our interdisciplinary program ‘*Usage des patrimoines numérisés*’, it will focus on the creation of digitised corpuses and coding of texts, images and films, and on the treatment of geographic data. It will also develop strong connections with large CNRS infrastructures in digital humanities, such as HumaNum.
- An institute for Data Science inspired by the Berkeley Institute for Data Science: as a centre of expertise, an open exchange place for IT experts and ‘data providers’, and a sandbox for new ideas, it will develop new methods for data acquisition, storage and analysis, and implement platforms for simulation and visualisation of data. It will address important questions such as the internet of things, ethics and democracy, social impacts and sharing and preservation of research data.
- An interdisciplinary research and innovation institute on education and teaching. Based on our laboratories in Didactics, Cognitive Psychology and Neuroscience and on our strong involvement in Paris ESPE (School of Education), as well as our expertise in teaching innovation (see below), this institute will foster interdisciplinary research on education, socialisation, creativeness, simulation, digital or project-based teaching.

### 2.1.2) Teaching excellence

The international jury underlined the quality of our initiatives: “*High ambition and impressive work in evidence here: strong focus on pedagogy across range of activities (including research and internationalisation); IIFR offers an interesting example of research/teaching/learning interface. Interesting initiatives in the health area (AlterPACES, iLumens)*”. However, they also highlighted the lack of a shared strategy. We have therefore carefully analysed our initiatives and integrated them much more closely into the overall vision of the target university.

Since 2015, we have continued and expanded several programs that were part of our initial project: alternative Health curricula (AlterPaces); PaRéO foundation year for students to consolidate required knowledge and methods; innovative undergraduate programmes; digital resources for teaching and learning methods (1,300 USPC teaching staff have benefited from SAPIENS) and for language teaching (PERL, ca. 12,000 impacted students in 2017-2018).

Planned actions listed below, have three major objectives: (i) Boost attractiveness by enhancing visibility (graduate schools, international curricula, summer schools); (ii) Improve the interface with socio-economic partners to match jobs and skills; (iii) Support innovative teaching and learning practices.

**Undergraduate education.** Major-minor and double bachelor degree programs will be progressively amplified (10 double degrees have been created in the past few years). Project-based and research-based teaching & learning will be expanded in these open curricula, based on the ‘*Frontières du Vivant*’ Bachelor program (IDEFI IIFR). Recognition of non-academic skills (community involvement, student projects, entrepreneurship...) will be introduced.<sup>37</sup>

**Graduate Education.** Two research graduate schools of the target university have already been selected under the first PIA3 EUR call (G.E.N.E. and EURIP), and the Target University is a partner in three others (SPS-GSR, IPSL-GCS, REDPOP). Others are under preparation for the next call in accordance with the policy that we adopted in June 2017.

We will further reinforce professional curricula by combining disciplinary excellence with practical case studies and simulation of real-life situations. This will be based on the iLumens know-how and adapted to other curricula (e.g. Law practice, psychological counselling...).

Internationalisation will be boosted (i) by increasing the number of Master courses in English, (ii) by creating international masters within the Erasmus+ framework, with the objective of at least one per department, (iii) through international doctoral grants such as the EU CoFund doctoral mobility projects (INSPIRE led by USPC, and MathInParis in which USPC participates), and (iv) through the revival of IDEX-supported in- and out-going mobility scheme for Master students, that proved very attractive for excellent ingoing foreign students.

**Health studies.** Over the last years the Collegium of Medicine has enabled the two faculties of Medicine, the two faculties of Odontology and the faculty of Pharmacy to start converging by developing new shared teaching methods (e.g. iLumens), extending combined training in Medicine and other fields, coordinating several personalized courses and experimenting a reform of the first cycle of medical studies (i.e., AlterPaces).

We are now designing a new integrated core undergraduate programme in the medical, dental, pharmaceutical and paramedical fields, which will be submitted to the Ministries of Health and of Higher Education and Research for experimentation. This curriculum will be based on the 3-year US model with a pre-medical degree, called Bachelor of Health, offering a modular approach and a broader range of courses including Natural Sciences, Life Sciences as well as Humanities and Social Sciences. The first year of this Bachelor of Health will enable students to specialise in Health Studies (Medicine, Pharmacy, Dental, Physical Therapy, Midwifery, Nursing, ...) or transfer to other fields.

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<sup>37</sup> These actions will be encapsulated in an application to the 2<sup>nd</sup> PIA3 call for new academic curricula (NCU).

**Teaching and learning innovation.** We will support teaching innovation, the upscaling of SAPIENS and PERL, and new research-based teaching and learning initiatives, as is being done for instance by the CRI (*Centre de recherche interdisciplinaire*), with calls for innovative challenge-based learning, for open and participatory science and for students' initiatives. This will benefit from the research potential of the target university in Education and Cognitive Sciences. The merged support departments of Paris Descartes and Paris Diderot will develop and coordinate resources required for all the above projects (on-line courses, learning management systems, ePortfolio...).

### 2.1.3) Innovation

The International Jury pointed out that SATT IDF Innov (<http://www.idfinnov.com>) and IDEX had been “*created independently but were now converging*”. Since 2015 this process has continued, with initiatives such as academic skill mapping, research activities and partnerships, which are key to developing our innovation potential. The International Jury also underlined that “*the global activity in terms of innovation remains modest, compared to the potential of the universities concerned*”. The IDEX has clearly helped build new and fruitful socioeconomic partnerships (see § 2.1.8). There is however still a gap between the potential of the Target University and the socioeconomic impact of their activities, which we intend to close through our new innovation policy.

Beyond the creation of IDF Innov, which has progressively become in charge since 2013-2014 of the totality of tech transfer and industrial contracting for USPC members<sup>38</sup>, our previous achievements include:

- Developing the PBS incubator and the upcoming creation of an Onco-Hematology Translational Research Centre hosted in a new building (see § 1.2).
- Supporting student entrepreneurship projects, notably through the Pepite CréaJ IDF initiative and the creation of two Master degrees in Tech Transfer: ‘*Biomedical Engineering*’ and ‘*Bio-Entrepreneur*’.
- Setting-up a unique two-weeks-long Certificate in Business Administration followed by over 200 doctoral candidates during the last 5 years. This certificate, in English, relies on a business simulation tool traditionally used by business schools and MBAs (CAPSIM) to foster management, entrepreneurship and project management skills.

The set of planned actions includes:

- Increasing awareness-raising of scientists, especially early stage, to Tech Transfer and industrial partnerships by regular presentations of objectives, processes and success stories, in order to create a tech-transfer culture in our community.
- Developing at the doctoral level (i) short stays in companies or institutions (‘*missions complémentaires*’) for PhD students, following the programme developed by Paris Diderot in collaboration with PhD Talent, and (ii) industrial PhDs (CIFRE fellowships), following

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<sup>38</sup> IDF Innov financially supports 25-30 emerging projects (‘maturation’ of projects: more than 3M€) and grants 15-20 licences every year, covering Health and Life Sciences, Engineering, ICT, Humanities and Social Sciences. It has a unique portfolio in health and biomedical research (7,000 scientists) and a global agreement was recently signed with Inserm-Transfert (Inserm’s TTO), allowing a strong research transfer partnership between these 2 companies. The appointment of a new President will further speed its development and success.



the existing model in Paris Descartes and along the lines developed by Université de Lyon<sup>39</sup>.

- Supporting, through specific calls, incubation and prematuration as well as research platforms that can be opened to private industry, including SMEs and start-ups.
- Boosting the activity of the IDF Innov TTO in fields other than Health, corresponding to strengths of the Target University: Applied mathematics and Informatics, Physics, Chemistry, Social Sciences, etc.
- Setting-up a seed-fund dedicated to the creation and development of start-ups, together with major private and institutional investors on the model of that of Paris Saclay.

#### 2.1.4) Target university

In our original project, we proposed to merge 8 institutions into a single university. However, we never described how we were going to do this, what status we were going to adopt, nor, indeed, how this university would be structured<sup>40</sup>. The International Jury thus underlined that *“the model of the Target University as a merged university, presented in their initial IDEX proposal, had been abandoned in favor a new model of a “comprehensive unified” university”*, that *“this alternate model did not appear to conform to an IDEX”* and that *“the initial goal had not been achieved and that a new ambitious goal had not been presented”*.

Our new project is simple: our Target University is built around three institutions that are all research intensive and share the same core missions. These institutions will merge in 2019. As described in § 1, our main challenge is to find the right balance between strategic leadership and autonomy for large components. The draft statutes of the university detail how this will be achieved and describe its governing bodies and the distribution of competencies and powers (see appendix 2). The current subsection sums up the major features of this organisation.

**3 faculties and 1 institute.** The starting point, which will be implemented as soon as the Target University is created, is therefore the creation of three Faculties (Health; Humanities and Social Sciences; Sciences) and of an Institute (IPGP). These 4 large components will be a key level for operational organization and decision-making within the university. They will be internally organised in departments, UFRs, or institutes, to which research labs will be attached. They will be in charge both of the education and the research strategy in their domain and will be able to define their own internal organisation in agreement with the central university. The new organisation of UFR within the faculties will naturally lead to reorganisations, which will be led by the academic staff and supported by the university, starting 2019.

**Transversal structures.** Such an organisation with a few large components, frequent among international research-intensive universities, is efficient to promote self-organisation of large disciplinary areas. However, it can have a negative side-effect of limiting exchanges beyond disciplinary areas. To prevent this, we also plan transversal structures or processes, directly

<sup>39</sup> <http://doctorentreprise.universite-lyon.fr>

<sup>40</sup> The details given on pp.28-29 were original but complex and probably too ambitious: research was to be structured in 4 divisions and departments but, simultaneously, education was to be organised in collegiums for engineering and medicine, which would “gradually harmonise the research and teaching activities” and furthermore two colleges similar to those of Oxford were supposed to be created. No description was given of the way this was meant to be achieved or of how the parts deemed outside the perimeter of excellence (63% of the total!) were to be linked to the Target University.

steered by the central governing bodies, and which will be in charge of organising transversal education or research activities throughout the university.

In Education, this role of transversal coordination will be played notably by the creation of the Undergraduate College (see § 1.3), and the organization of support services dedicated to teaching & learning innovation and support. More generally, an Education Committee gathering representatives of the main disciplinary fields around the Education VP will ensure the coordination of the education portfolio and the construction of multidisciplinary curricula, as well as addressing specific issues (student guidance, digital resources, lifelong education...).

At the frontier of Research and Education, the College of Doctoral Schools will pursue its action, notably as a centre delivering transverse skills training as well as coordinating doctoral training and spreading best practices.

In Research, the cohesion of the 4 large components will be ensured through transversal processes as well as through an incentive-based scientific policy conducted by the Research committee. This committee will include the VP for Research, Faculty research directors and a series of delegates, covering the spectrum of disciplinary fields. It will interact with NROs on a regular basis and act as an internal think-tank to feed the scientific strategy of the university with an eye both on disciplinary excellence and transdisciplinary issues. This Committee will also take part in the monitoring of research performance of the university and will organise the pluriannual research assessment exercise with the faculties, institutes and laboratories.

### 2.1.5) Campus and student life

As mentioned by the International Jury, “*student experience*” was one of the priorities of the USPC project. This is particularly important in central Paris, potentially one of the most attractive places for a student but also a city, which can be expensive and harsh to live in.

With the creation of the Target University, we want to build on our success developing student experience and organising highly visible events such as ‘*Festival des Idées Paris*’ (two editions in 2016 and 2017) to create a true sense of identity. This must be based on the quality of teaching and learning, with innovative teaching and a well-designed curriculum offer, but it is also achieved thanks to a clear strategy built around institutional know-how.

The instruments to integrate a strong and active campus and student life across various locations include:

- Actively supporting student associations, dealing with culture, sports, sociability and especially projects that involve both students and socio-economic partners;
- Enabling students, under specific conditions, to obtain recognition for their associative involvement thanks to course credits;
- Developing our alumni network, which will integrate and replace the existing ones;
- Promoting cultural and scientific life on campus through high-profile conferences, cultural exhibitions, etc., coordinated by a dedicated service;
- Improving student life by boosting campus housing projects, that provide students with a 24/7 campus environment, thanks to our partnership with the CROUS, local authorities and private partners –with a special focus on ingoing student mobility at the Master and PhD levels.



### 2.1.6) International visibility

The international jury wrote that “*the attention devoted to global issues should be commended*” but that USPC “*still lacks a cohesive strategy for internationalization*”. This lack of cohesive strategy was clearly linked to our failure to merge our institutions. Indeed, one of the difficulties faced by our representatives in Buenos Aires, São Paulo and Singapore was simply that of explaining the precise status of our consortium: were we an alliance? A single university? A group of institutions planning a merger?

Over the transition period, we chose to keep our offices open and to keep our international agreements alive when they had been successful, but to wait until the merger is effective before formally launching a proper international strategy of the Target University. We thus developed our collaborations in the Asia-Pacific area (NUS, PKU, Tsinghua, Sydney) and in Latin America (Buenos Aires, São Paulo). Although our scientists have established a very dense network of interactions with North America and in Europe (see appendix 3), these collaborations have remained less visible at the institutional level.

Our planned actions include:

- Implementing the communication strategy described in § 1.2;
- Defining a limited set of strategic partner universities (see criteria in § 1.2) with whom we will develop student mobility, joint degrees and doctoral programmes;
- Establishing a triangle with London and Berlin based on existing partnerships<sup>41</sup>;
- Interacting with CNRS, IRD and Inserm to consolidate our network of joint labs abroad and in France, and establish new ones (see appendix 3);
- Developing a strategy towards African universities, relying especially on African networks set up by IRD;
- Reviving mobility schemes, especially for Master students, with a focus on the privileged partner universities.

**The partnership with NUS illustrates our approach.** Located in a ‘world city’ and one of the leading universities in Asia, NUS has demonstrated its readiness to exchange students (12 PhD mobility, 103 undergraduate semester exchanges under specific agreements) and to co-fund research or teaching projects (respectively 28 and 10 since 2013); NUS is also willing to focus our partnership on a few key areas of societal relevance (Health Sciences, Public Policies, Education Science) and to establish joint international labs. The agreement of NUS was thus renewed in May 2017, on the basis of the past and ongoing wide-ranging interactions.

### 2.1.7) HR policy

The international jury observed that “*Chairs of excellence had been created, and tenure track had been implemented*” and that “*in last years, 20% of professors had been recruited in direct connection with IDEX*”. This policy will be adapted and continued in the future (see below). The jury further observed that “*hiring was carried out by individual HEP*” while “*other posts such as support staff were defined at USPC level*” and that “*no common HR policy had been established*”.

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<sup>41</sup> E.g. Paris-Berlin Virchow-Villermé Centre in Public Health (CVV); agreements of Paris Descartes with *Charité Universitätsmedizin Berlin*, and of Paris Diderot with King’s College and Humboldt University.

Since 2015, we focused our efforts on those initiatives that had proved successful (e.g. chairs of excellence). However, we had to stop funding mobility programmes, although they were working well. As an outcome of USPC coordinated effort, its members started coordinating and fostering gender equality policies and policies against discriminations<sup>42</sup>, and Paris Descartes and Paris Diderot were two of the first French universities to have obtained the European ‘HR Excellence label’, related to the European Human Resources Strategy for Research (HRS4R).

**Recruitment and job profiles.** The creation of the Target University will be the opportunity to create a single HR recruitment policy, which will apply to all components, including the IPGP. The HR process will aim at balancing a strong strategic leadership with a largely decentralised process of recruitment. The latter is necessary to ensure efficiency and reactivity, notably in highly competitive or emerging fields, where leading candidates have many job-offers. This will be achieved by a set of general policy measures:

- The central governance (President, Board, Senate) will define the strategic priorities and approve the pluriannual ‘*contrats d’objectifs et de moyens*’ of the faculties in function of these priorities. These will include general priorities for hiring new staff.
- The Senate will define quality guidelines and best practices for recruitment, allowing for the difference of contexts in disciplinary fields, but with the aim of ensuring a similar high standard in recruitment throughout the university. The Target University will be labelled HSR4R and implement the best practices associated to it (international openness, equity, transparency...).
- Most of the job profiles (annual core allocation, ~ 90%) will be opened directly by the Faculties based on this procedure and handled by them<sup>43</sup>. The profiles will be approved by the Faculty boards based on their strategic needs in terms of teaching and research. Decentralisation will also allow for the efficient handling of specific legal statutes (medical and law professors, IPGP...).
- The remaining positions (~10%) will be allocated centrally to specifically support strategic priorities and transverse projects of the Target University. This will be both an incentive for Faculties to align with the general policy of the university and a means to support new initiatives and cross-Faculty projects. Thus, although limited in perimeter, these centrally allocated positions, which will be proposed by the Executive Board and approved by the Senate, should have a strong leverage and transforming effect on the global scientific and HR policy of the university.

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<sup>42</sup> Interestingly, these policies have been linked to developing a specific research and teaching interdisciplinary programme on Gender studies, ‘*La Cité du Genre*’. They also resulted in USPC being twice (in 2016 and 2017) selected as one of the French UN Orange Champions.

<sup>43</sup> Faculties will define their recruitment priorities with the central university under the pluriannual ‘*contrats d’objectifs et de moyens*’. Developing areas aligned with the strategic priorities of the university will be strongly incentivised following LMU’s ‘50-40-10’ model, which specifies that that about 50 percent of the professorships that fall vacant should be refilled by candidates with the same thematic orientation and 40 percent should be redesignated to cover new research areas, while the remaining 10 percent are reassigned to the central university. [http://www.en.uni-muenchen.de/about\\_lmu/research/research\\_profile/strategy/index.html](http://www.en.uni-muenchen.de/about_lmu/research/research_profile/strategy/index.html)

**Improving the attractiveness policy.** Enhancing the capacity of the Target University to attract and retain talents is key to its long-term success. We will develop an ambitious policy, based on our experience during the first phase of the IDEX:

- A number of start-up packages or ‘*chaires d’excellence*’ to attract new academic staff. These packages will include core research funding, lab space, facilities, PhD and master fellowships. They will be opened for a duration of 3 years, with a possible extension to 5 years, based on evaluation. Both junior and senior positions will be opened. Some of these start-up packages could use the 10% centrally allocated positions (see above) as support. Alternatively, pending tenured recruitment under the French system, the salary of the new scientists could be included in the starting package.
- Close support to all newly recruited staff, in particular junior professors (e.g. reduced teaching duties in order to efficiently start a new research activity).

Such strategic recruitments will be developed in close collaboration with partner NROs such as CNRS or Inserm. These institutions have their own attractiveness schemes for recruitment (*Momentum, ATIP/Avenir*). The aim will be to jointly identify needs and opportunities in our joint research labs (UMR) and decide on the best strategy for attracting and retaining the best young and senior scientists, including via combined packages with or Inserm.

**Articulation with NROs: example of CNRS.** This articulation is key for reaching the maximum impact of our HR policy, since NROs represent an important part of our yearly recruitment. As an illustration, 17 researchers were recruited in UMRs of the Target University in 2017 by the CNRS alone. Researchers also contribute to teaching: currently 345 CNRS researchers take part in teaching activities (1/3 in Humanities and Social Sciences, and 2/3 in other disciplines), for more than 13 000 hours of courses each year.

**Creating a shared identity and a feeling of belonging among staff.** Our *École Interne de Formation des Cadres* (EIFOR) is a ground-breaking initiative in the French context. This school created by Paris Descartes in the context of USPC serves to both improve the management skills of our administrative and teaching staff, and increase the abilities of these two populations to work together on common projects and mix trainees coming from different institutions, departments and services.

### 2.1.8) Partnerships (academic, NROs, business)

The international jury observed that the “*development of new partnerships at USPC level was not a priority*”. As an echo to its remarks on Innovation, it further stated that “*although income from private contracts has significantly increased, the potential of the huge reservoir of competencies of USPC members remains largely unexploited*” and that although “*the LABEX have shown the potential to engage socio-economic and NRO partners is big, the IDEX has so far failed to harness this potential*”.

Since 2015, several actions of the IDEX that were still in their infancy have generated fruitful partnerships not only with private industry but also with public agencies and bodies. Thus:

- Our interdisciplinary programmes on societal issues have generated new socio-economic partnerships, leading to patents registered thanks to industrial funding, the formulation of recommendations addressing a specific economic sector, and the provision of expertise for

decision-makers<sup>44</sup>. Strong links have also been developed with health authorities, whether that is to carry out joint research or to develop new structures<sup>45</sup>;

- The development of state-of-the-art research platforms has also provided the basis for new interactions with private companies, including start-ups created by former PhD students, as well as articulation of scientific research with public policy<sup>46</sup>;
- The iLumens shared service in medical simulation has set up partnerships with private companies for developing medical simulation hardware and software, with public and private hospitals for lifelong training of their staff, and with foreign universities that are interested in developing similar facilities and services;
- The SAPIENS shared service and the Paris-Berlin Virchow Villerme Center in Public Health (CVV) have also developed new partnerships in France and abroad. The CRI has agreements with the Bettencourt-Schuller Foundation as well as with UNESCO and prestigious academic institutions (e.g., Harvard, Tsinghua University) and various associations, which paves the way for more interactions in the field of pedagogical innovation, engaging society, and international partnerships focused on societal challenges.

The creation of the Target University and its links with associate partners provide the opportunity for an ambitious global policy of partnerships built around the following components (see § 2.1.6 for international partnerships):

- Academic relations in the Paris area. The Target University will further develop the existing collaborations with other academic clusters in Paris in areas of shared interest (especially with Sorbonne Université, PSL and Paris Saclay for Sciences, Humanities and Social Sciences, and Paris 1 for Humanities and Social Sciences). Such partnerships are based on joint research units or common curricula, and may turn into joint Research Graduate Schools such as the three that have been selected in the 1<sup>st</sup> PIA3 EUR call.
- Links with National Research Organisations. As already mentioned, NROs will be part of the leadership of the university, because of their importance in terms of both resources and strategy. This is in particular the case of CNRS and Inserm, who will be involved in the main decisions of the university through its governing bodies, and pluriannual conventions (similar to those with Aix-Marseille, Bordeaux and Strasbourg Universities).
- Socio-economic partners (in addition to § 2.1.3 which deals with tech transfer and innovation). AP-HP is a key partner since half the hospitals of Paris will be affiliated to the Target University. We will also develop interactions with relevant socio-economic and political stakeholders on a field-by-field basis. For example, IPGP collaborates with ministries and socio-economic partners in the area of natural risk prevention. This kind of partnership is aligned with the conception of scientific research supported by the Target University, with a strong emphasis on societal challenges and impact.

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<sup>44</sup> E.g. 5 patents on machine/man interfaces in the ‘Identities, Networks, Bodies’ programme; links with libraries and contents providers in the ‘Uses of Digitised Resources’ programme; and the contribution of ‘Earth Policies’ programme to the COP21 and COP22 processes.

<sup>45</sup> E.g. on ageing and isolation on Reunion Island in the ‘Dynamics of Ageing’ programme; and a psychological support unit for teenage cancer patients in the ‘Person in Medicine’ programme.

<sup>46</sup> See the International Panel on Exiting Violence led by FMSH.

### 2.1.9) Governance and project management

In 2016, the International Jury pointed out that “USPC had adopted [...] sound principles” but that there were no “significant achievements to date in implementing concrete processes and structures to be used for joint decision making, management and accountability beyond some fairly modest initiatives such as shared services centres, IT infrastructure and a limited common HR policy”.

In terms of governance and project management, the creation of the Target University in 2019 will have important consequences, since it will lead to a transfer of the IDEX leadership and management from the ComUE USPC to the Target University.

During the transition phase, the ComUE will remain in charge of the IDEX project, but as soon as the Target University is created, it will take the lead of the IDEX. Following other recently merged IDEX universities in France, the project management will be organised as follows.

**Strategically**, key decisions regarding the project, its funding activities and priority areas will be taken by a Steering Committee, chaired by the President of the Target University, and including representatives of the associated partners and NROs, as well as the Research VP and Education VP of the University. The project will be managed by a dedicated IDEX VP within the Target University, who will also take part in the Steering Committee. This Committee will meet 4 times a year and will submit its decisions to the vote of the Board of the University and present them yearly to the Senate broadened to include representatives of the partners. An Executive Bureau with the President, IDEX VP, Research VP, Education VP, 2 representatives of NROs and 2 representatives of the associated partners will meet monthly.

**Operationally**, an IDEX project management team will be created within the Target University to ensure the correct management, implementation and financial monitoring of the IDEX. This management team will be strongly articulated to the other teams in charge of the management of PIA projects within the Target University, as well as to NROs and associated partners.

Finally, the integration of the IDEX within the Target University will make monitoring more straightforward, and we will take the opportunity to develop a Planning and Quality Management Office (see § 1.3), which will serve both the PIA projects and the overall monitoring of indicators of the Target University.

## 2.2 POWERS AND COMPETENCES

## Allocation of competences at the end of the probationary period (2015)

Competences	Still exercised by the member institutions of the IDEX consortium that were meant to create the Target University	Coordinated between the members	Transferred to the central governing bodies of the institution foreshadowing the Target University
Recruitment of permanent staff	X		
Employment/remuneration of permanent staff	X		
Managing resources	X		
Managing research contracts	X	Partly: European contracts	
Managing IP	X		
Managing partnerships	X	Partly: major international partnerships	
Defining and managing international relations		X	
Registering PhD students		X	
Registering Master students	X		
Registering Bachelor students	X		
Managing students	X		
Awarding diplomas	X		Partly: PhD (except for Sciences Po)
Research policy		X	
Running doctoral schools		X	
Organising and managing initial training activities		X	
Organising and managing lifelong learning activities	X		



### 3. LONG-TERM PLAN

As presented above in sections 1 and 2.2.4, the Target University will be created in 2019 by merging Université Paris Descartes, Université Paris Diderot and IPGP, the latter keeping its legal personality. The resulting institution will be structured around 4 autonomous components: one Faculty of Health, one Faculty of Humanities and Social Sciences, one Faculty of Sciences and one Institute for Earth Sciences, the IPGP.

Our initial priority is obviously the merger of the constituent institutions, and the consequent reorganisation of the academic bodies. This merger will require an important effort both at the level of administration, and at the level of research and teaching management. The bulk of the effort will be focused on 2018, the year preceding the merger, and is described in section 1.4. However, this is only the first stage of our restructuring.

In 2019, the current UFRs will be regrouped within the three faculties but a number of duplicate structures will continue to exist internally. Existing UFRs will therefore need to define a coherent structuration of disciplinary fields. This will be done in a largely bottom-up fashion, relying on inputs from the academic staff and implemented between 2019 and 2023.

**Reorganising our internal components: the example of the Faculty of Health<sup>47</sup>.** The 5 existing faculties that will form the future Faculty of Health are currently finalising their restructuring proposal. The new faculty is designed to be a reference in terms of comprehensiveness, innovation and synergy of teaching and research offer, and in terms of number and quality of University Hospitals and specialised departments.

The Dean of the Faculty of Health will be responsible for the entire Faculty. He will be assisted by Academic Deans in classical fields (Medicine, Pharmacy, Dentistry) as well as the Dean of the Paramedical School and two Deans in charge of (i) Relations with Basic research & Science, (ii) Health Campuses and Students. The provisional timeline of the merger of internal components of the Faculty of Health is as follows.

2017-2019. Technical and administrative preparation of the merger, preparation of the campus reorganization, reinforcement of the collaborations between the multiple structures, merger of councils and committees, impact of the merger on the teaching organization, search for synergic actions for teaching innovation and for external funding with public and private partners, regional and national impact on medical training, preparation of the pilot experimentation, *i.e.*, a unique Bachelor of Health : technical and administrative feasibility, agreement of this experimentation by the Ministry of Health and the Ministry of Higher Education, Research and Innovation.

2019-2023. Renovation and improvement of the campus, effective merger of the two medical departments in one Medical School, and of the two dentistry departments in one Dentistry School, reorganization of the traineeships throughout the hospitals belonging to *Assistance Publique-Hôpitaux de Paris* (AP-HP) and other structures, definition of the links with NROs and of the general research policy, further refinement of the Bachelor of Health (definition of the contents of the 3-year program, links between the Medical, Dentistry and Pharmacy schools, links with the other macro-components of the University and with other universities.

<sup>47</sup> This description is extracted from a detailed proposal resulting from an in-depth internal study, undertaken by the Deans of the existing five Faculties that will form the future Faculty of Health.



### 3.1 ALLOCATION OF COMPETENCES IN THE FUTURE

The following table shows that, by 2019, the Target University will be responsible of all aspects of the university’s missions.

#### Allocation of competences in the future (state year)

Competences	Will remain distributed between the members of the IDEX consortium	Will be kept by the existing institutions when they become component parts of the Target University in x years (state x)	Will be transferred to the central governing bodies of the Target University in x years (state x)
Recruitment of permanent staff			2019
Employment/remuneration of permanent staff		2019 (research organisation / IPGP)	2019
Managing resources			2019
Managing research contracts		2019 (research organisation / IPGP)	2019
Managing IP			2019
Managing partnerships			2019
Defining and managing international relations			2019
Registering PhD students			2019
Registering Master students			2019
Registering Bachelor students			2019
Managing students			2019
Awarding diplomas			2019
Research policy			2019
Running doctoral schools			2019
Organising lessons and educational activities			2019
Organising and managing lifelong learning activities			2019

Two points are important to interpret this table:

- In the case of IPGP, keeping the legal personality results in some specificities in particular with regard to IPGP staff employment, or the legal management of research contracts. As explained above, those specificities do not undermine the definition and implementation of a single strategy;
- For many decisions, the central bodies of the university will define the guidelines, fix the main orientations and strategic lines, and be ultimately accountable for the actions. The

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concrete implementation will often be delegated to the faculties and the institute, through the pluriannual ‘*contrats d’objectifs et de moyens*’: indeed, because of the size of the university, a centralized management would be neither efficient nor scientifically relevant.

### Authority and responsibility of the president

The president of the future Target University will be fully in charge of the entirety of the budget, which will be voted by the Board of the University. In the specific case of the IPGP, a dedicated budget will be earmarked for the institute, but the budget will nonetheless have to be approved by the Board of the University and the President will have a veto on it, to ensure communication and coherence of the strategy.

In order to increase external income, self-generated resources will be returned to the faculties (with a small percentage transferred to the central bodies), after the yearly approval of the budget by the Board.

The agreements between the University and its main components (faculties and IPGP) will also deal with the general hiring policy, thus ensuring that the bottom-up definition of job profiles fits in with the overarching strategy.

On this basis, each faculty and institute will then be in charge of implementing the hiring plan, following the quality guidelines defined by the University Senate. The University Senate will retain the right to cancel any recruitment of academic staff that does not conform to best practices.

### Forward vision

The main measures to support the quality, visibility and innovation of the Target University in terms of research, education, transfer, international relations and campus life have been presented above in the relevant subsections of part 2. The following table and text therefore focuses specifically on the institutional trajectory, as well as on the measures to improve visibility and brand.

Type of commitment	Description of the indicator	Target	Execution date
Research excellence	Progression in CWTS Leiden ranking	1 <sup>st</sup> university in France in Leiden PP Top 10%	2019
	Flagship projects	9 interdisciplinary programmes, institutes of flagships are running	2021
	International PhDs students	60 international PhD students selected through a common open call and procedure	2021
	International post-docs	20 international post-docs fellowships have been allocated through a specific open call	2020
	International chairs	10 new international chairs have been recruited	2020

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Teaching excellence	Undergraduate: major-minor and double degrees	50% of undergraduate programmes	2021
	Graduate schools	10 Graduate Schools or EURs up and running	2021
	Master courses in English	25% of Master courses in English	2021
	Mobility of Master students	200 international Master fellowships are running	2020
Innovation	Awareness-raising activities	200 scientists trained and training modules for 50% of PhD students	2020
	Support to pre-maturation projects	10 projects jointly supported by the target university and IDF Innov TTO	Yearly from 2019
	Seed fund	Creation of a seed fund attached to the target university	2021
Target university	Creation of the target university	Creation decree	Summer 2018
		Installation of central governing bodies	End of 2018
		Fully operational	2019
	Restructuring of academic components within the faculties	UFRs and departments design and implement internal reorganisation	2019-2023
	International rankings	The University is ranked by THE, QS and ARWU	2019/2020
		ARWU Rank 50-60 ARWU Rank Top 50	2019 2023
	Degree granting	The University delivers all degrees	2020
Signature of publications	Ca. 100% of the publications bear the scientific signature ' <i>Université de Paris, laboratoire xxx, Paris, France</i> ' <sup>48</sup>	2020	
Campus and student life	Cultural and athletic events and associations	Campus life under the umbrella of the new university	2019
	Student card	All students have card and access to student services	2019
	Observatory of student life	Creation of an observatory of student life	2019

<sup>48</sup> Over the last 5 years, we have implemented USPC as an institutional affiliation for scientific publications. The creation of our target university will imply two simple changes: (i) Replacing USPC by University of Paris; (ii) Simplifying the affiliation: the only affiliations of our academic staff will be (a) University of Paris, (b) Name of the research laboratory and, for NROs' staff, (c) Name of the NRO.

	Alumni network	Integration of existing alumni networks in a new one	2019
International policy	International strategic partnership	3 new strategic partnerships established	2021
	Consolidation of joint international lab network	10 new joint international labs established	2023
HR policy	HR strategy and recruitment process	Single strategy and guidelines are defined for the whole university	2019
	HR strategy and recruitment process	European HR Excellence label (HRS4R)	2019-2020
Partnerships	Agreements with NROs	Pluriannual agreements with CNRS and Inserm	2019
	Agreements with private partners	3 pluriannual agreements established with large companies	2020
	Agreement with AP-HP	Pluriannual agreement with AP-HP	2019
Governance and project management	IDEX management	IDEX project is led by the IDEX VP of the target university	2019
	IDEX steering committee	IDEX steering committee is installed and convention with partner institutions is passed	2019
	Strategic Advisory Board	1 <sup>st</sup> meeting of the SAB	2019
	Planning and quality management office	Planning and quality management office created	2019

### 3.2 MEASURES TO BOOST THE VISIBILITY OF THE TARGET UNIVERSITY

The provisional name of the university, *Université de Paris*, has been chosen in order to support the international visibility of the newly created institution, and avoid the confusion of brands with other Parisian higher education institution (and in particular with Sorbonne University). A very important effort will be made, starting in 2018, to make this new brand visible and well-known to all stakeholders:

- **For students and staff, 2018 will be a key year**, as the preparation of the creation will be supported by dedicated communication: websites, regular newsletters, frequent visits of the presidents to the UFRs and UMRs, socio-cultural and scientific events to celebrate the future creation of the university. The website of the new university is already in place [<https://universiteparis2019.fr/>] and will be a reference point for the community during the whole process.
- **Starting 2019, all students and staff will be given a *Université de Paris* card**, which will give them access to all campuses and services, together with a unique campus life - culture, athletics, associations, health, housing, catering, etc. Starting 2019, all degrees delivered will bear the brand '*Université de Paris*', and the signature of all scientific publications will be '*Université de Paris, Laboratory xxx, Paris, France*'.

- **For external stakeholders, such as partner institutions, dedicated communication** will also be organised in 2018-2019 to inform them about the institutional change in progress, and make sure that the new institution is clearly identified by our academic partners as well as ranking and bibliometric agencies.

### 3.3 THE TARGET UNIVERSITY IN ITS ECOSYSTEM

**Partnerships between the Target University and other IDEX members.** Our decision to create a Target University has important implications for institutions that will not merge into the Target University in 2019. These institutions have been close partners for many years: several of them share research units, laboratories of excellence (Labex), doctoral schools or structuring programmes.

Since the IDEX aims to support the creation of the Target University, it makes sense to re-define the rules that govern our partnerships, which will enable us to achieve the university's strategic objectives and ensure the continuity of high-potential joint initiatives (see section 2.1.9 for details on the management of the IDEX project).

Shared initiatives will focus primarily on thematic fields and areas of activity with high added value for the IDEX trajectory. Complementarities between the fields of excellence of the Target University and other institutions will be sought in order to enrich the research and teaching offer in unique fields of expertise, particularly on major challenges of shared interest:

- The combined strengths of Inalco, Sorbonne Nouvelle and Sciences Po, with those of the Target University, cover Area and Global Studies exceptionally well;
- Inalco and Sorbonne Nouvelle are one of the world's leading centres for the study of languages and civilizations and are therefore valuable associated partners;
- Sciences Po is a key partner in interdisciplinary projects (e.g. Earth Policies, or Data Sciences Institute), and is collaborating with the Target University to rethink undergraduate education;
- Paris 13's expertise in teaching and its laboratories of excellence in several disciplines are of great value. This university is currently one of the main players in the 'Grand Paris Academic community' and is heavily involved in the development of the Condorcet campus, a unique emerging campus for Humanities and Social Sciences;
- Along with Sciences Po and Paris 13, and with NROs (CNRS, Inserm, Ined, IRD), EHESP naturally brings a specific expertise in Public Health, an area in which the French establishments are presently not well ranked;
- FMSH<sup>49</sup> will be a key player in transforming the approach to the Humanities and Social Sciences, not only within the Target University but also with other IDEX members;
- ENSAPVS will bring its expertise in Planning and Urban Sciences and its experience in training elite students well integrated in the professional world.

In the same way, the Target University and its associated partners will continue to develop shared services and networks that have proven their added value to offer their communities a quality of service commensurate with major international universities. For example, teaching innovation and the training of young researchers as well as more experienced teachers are

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<sup>49</sup> See in particular the report to the Ministry of Higher Education and Research by M. Wieviorka and J. Moret, *Les sciences humaines et sociales françaises à l'échelle de l'Europe et du monde*, FMSH, 2017.

shared priorities that should be further developed together; similarly, our Europe Research network will capitalise on years of successful experience.

The Target University and its associated partners will continue to share their strategy regarding libraries and scientific information. Indeed, the USPC network of libraries is the most important academic one in France and an area where inter-institutional collaboration has been particularly successful. We are deploying a unified library management software on all sites and we play a key role in the French ColLEx system (*'Collections d'excellence'*). Our scientific information policy targets innovative teaching and research support and we support open access, open data and e-publishing (the latter in partnership with NROs' platforms, such as CNRS in [openedition.org](http://openedition.org)). We will therefore continue to develop collaborations at the USPC level, following a model somewhat comparable to that of Senate House Library (affiliated to University of London).

This privileged partnership is described in the appendix to the draft agreement between the Target University and its associated partners. It is closely dependent on potential institutional trajectories and strategic alignment between the associated partners and the Target University.

**Future of the ComUE USPC.** The nature and modalities of the partnerships described above do not necessarily require a separate legal structure, such as the existing ComUE. That is why we are currently studying the model adopted by Aix-Marseille University, Sorbonne University or the University of Strasbourg (where the Target University has a territorial coordination role), and that of the Grenoble Alpes University, which has chosen to retain the ComUE for the time being. If we ultimately consider that the added value of the ComUE is limited, we will replace it with a more flexible mode of governance that can be based on the management modalities described in § 2.1.9.

### 3.4 MAIN DIFFICULTIES TO BE ADDRESSED

Specific measures have been taken to address the different kind of potential obstacles that we can foresee.

**Statutes.** Legally speaking, our Target University requires some changes to the current law governing higher education institutions. We believe that these changes are important, not only to enable the integration of a *'grand établissement'* but, crucially, to create a competitive university with strong strategic central bodies, autonomous faculties and safeguards to ensure that both are aligned. To facilitate this change to a new kind of legal status, we have been working closely with both (a) representatives of the Ministry of Higher Education, Research and Innovation; (b) our communities, which have been constantly involved in the reflexion leading to the definition of our statutes. The date at which the necessary new law on ordonnances will be approved is not yet certain, however it should be during the first semester of 2018.

**Budget.** An institutional change as important as the one that we plan has a cost, both direct and indirect. It requires heavy engagement from all our staff. This cost is being carefully planned, and we are currently discussing with the Ministry of Higher Education, Research and Innovation to make sure that adequate support is provided, and that scientific and teaching activities are affected only positively by this institutional effort.



**Planning.** Key for the success of the new university is the articulation of academic and administrative leaderships to design together the roadmap of the merger, identify criticalities, and turn our ambition into a manageable efficient structure. This requires a strong involvement of the heads of services and administration, especially during 2018 and 2019, and up to 2021.

**Change management.** In addition to the merger process *per se*, which involves the central administration of the universities as a whole, merging some departments will be key, and has to be planned, as we mentioned above. This can be achieved only by a thorough involvement of the academic community, so that it is directly able to design the academic structures that best fit the new profile of our university.

**Sense of belonging.** We have to make sure that academic communities can project their identity within this new structure. We think that this should not be too great a problem, because our communities already share very similar values, culture and practice. The challenge for us will be to manage the new size of the institution, and to make sure that the deliberative bodies are placed at the right level to inform the strategic decisions of the whole.

**Adapting USPC to a new context.** Focusing the project on the Target University means that the interactions with its associated partners will have to be redefined along the lines presented above. It also means that the mandate, the operation and the very existence of USPC will be challenged: the key point will be to design a new form of territorial coordination that is clearly distinct and subsidiary to the partnerships established between the Target University and associated partners within the realm of the Idex. Beyond institutional adaptations that will also depend on the future ‘*Ordonnances*’, this will require cultural changes since all USPC partners had started to build a common USPC identity through shared projects and activities.

#### 4. APPENDICES

The following appendices are separately filed to ANR:

- Appendix 1. Follow-up of initial IDEX commitments
- Appendix 2a. Underlying principles of the statute of the Target University to be created in 2019
- Appendix 2b. Draft version of the statute of the Target University to be created in 2019 (in French, and as presented at the Boards of Paris Descartes, Paris Diderot and IPGP)
- Appendix 2c. Deliberations of USPC Board, IPGP Board, Paris Diderot Board and Paris Descartes Board (the latter to be provided later)
- Appendix 3. Profile of the Target University (key data and international rankings)
- Appendix 4. Draft version of the Protocol among USPC members (in French)
- Appendix 5. Self-assessment report of USPC (in French, as submitted to HCERES on October 27<sup>th</sup>, 2017)
- Appendix 6. Assessment of USPC Interdisciplinary Programmes by an independent panel (in French)
- Appendix 7. Bibliometric analysis prepared by the OST Department of HCERES for the Evaluation of USPC
- Appendix 8a. Letter of support by CNRS
- Appendix 8b. Letter of support by Inserm