



Strategic Guidelines **2021-2024**



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Message from the President



“Université Paris Cité is built around an inspiring and ambitious academic project: an advanced research university at the heart of a vibrant city, covering all fields of knowledge, it fosters initiatives by bringing together the various communities that have gradually linked up during the last few years.”

Editorial

The University's first year of existence, during which this strategic plan was drawn up, has been impacted by the pandemic, requiring the whole community to contend with day-to-day activities marked by unprecedented issues.

In these particularly difficult circumstances for everyone, I would like to take this opportunity to pay tribute to the collective contribution made by every individual who has enabled us to move forward despite this. These moments of extreme individual uncertainty underline the importance of the values of collective engagement and public service that our University stands for. This sustained commitment has enabled us to continue to take significant steps forward, while maintaining our focus on the core guidelines that frame our work. It is these major goals serving our students, serving research and serving society in general that this strategic plan wants to set out and clarify.

We are building Université Paris Cité as part of a long-term initiative. We have therefore chosen to set ourselves an initial phase of work, through to 2024, to firmly anchor our governance and academic structuring, to establish our recognition and visibility, to consolidate our achievements and to identify the key areas of research and education that we will be looking to support.

With this in mind, this document sets out some initial core guidelines, some key choices, which are then rolled out from an operational perspective in the day-to-day decisions taken by our boards, as well as in the strategies for major transversal projects such as IDEX. It is the result of a collective effort carried out in particular when drawing up the contracts setting out the objectives and resources for the three faculties and the IPGP, thanks to the involvement of the French Senate, led by the Board of Directors. As soon as the circumstances allow us to do so again, it will be further enhanced through a participatory approach with everyone who would like to be part of it.

Thank you to each and every person who has contributed to this strategic plan, and to all of you who bring Université Paris Cité missions and values to life each day.

Christine Clerici

Université Paris Cité President

Université Paris Cité

founding vision

The Université Paris Cité community is guided by a clear and ambitious vision: an intensive research university, whose activities supporting education, research and the sharing of knowledge are developed at the best level, serving society.

As a public university reporting to the French State, Université Paris Cité reports its activities independantly, focuses its strategy and resources to ensure the highest service to its students, the academic community and society at large.

This concept of service is a core part of our identity. It is the foundation for our pride at being part of Université Paris Cité as a committed and engaged institution that fully embraces its role to promote an inclusive, fair and open society:

Committed to the success of its students.

It offers original and demanding courses, with an open, international and multidisciplinary focus, adapted for its diverse community and widely appealing. It promotes the professional fulfilment and integration of students by developing educational innovation, training on and through research, as well as professional development training programmes.

A national and european research operator.

It manages and oversees its research capabilities and strategy liaising with the various research organisations and Assistance Publique-Hôpitaux de Paris (AP-HP). It offers a competitive and high-quality research environment, supports its staff with their projects, and promotes innovation, capitalising on strong disciplines and an interdisciplinary approach.

Open to its environment, from the local neighbourhoods where its campuses are located through to the international community, as well as the city of Paris and its region. It is ramping up a range of interfaces with a view to developing the distribution of knowledge, community engagement among its students and staff, and collaborative projects liaising with the city and the region. It encourages interactions between scientific communities, facilitates exchanges with socioeconomic partners and contributes to societal development;

A diverse community and Campus Life.

It encourages students to engage in their campus and building their future pathways, supports the professional development of its staff, and actively advocates equality in all its forms.

International and European focus.

It attracts students and staff from across France, Europe and around the world. It is supported by its networks to encourage the circulation of people and exchanging of ideas. Its outstanding reputation ensures the visibility of its research and the recognition of its qualifications.

serving citizens, the city, the region

diversity / equality
inclusion

European university
innovation

multidisciplinary
international focus

open campuses
at the heart of Paris

contributing to societal challenges
sustainability

MULTIDISCIPLINARY UNIVERSITY ALIGNED WITH SOCIETY'S NEEDS

One of the major assets supporting this vision is linked to the academic profile guided by the disciplines covered by Université Paris Cité for training and research.

With unrivalled potential for health, positioning it as one of Europe's leading universities in this area, it also covers all of the major disciplinary fields for sciences, engineering, humanities and social sciences. This range of expertise is unmatched in Paris' other multidisciplinary research universities, and enables it to develop its approaches both within and between the various disciplines. This interdisciplinarity is one of the longstanding assets of Université Paris Cité academic community and can be harnessed to support the various developments facing our society, from climate issues to new approaches to healthcare, artificial intelligence and the digital revolution.

Its position at the heart of Paris, and its relationships built up across Paris, the Paris Region, France and around the world enable it to be closely aligned with societal needs and the new requirements addressed today in terms of training, research and innovation.

KEY CHALLENGES FOR THE PERIOD

As expected, this first phase in Université Paris Cité existence is all about putting the foundations in place.

We face a huge challenge to continue moving forward with the transformation launched and to translate our shared vision into the day-to-day organisation of the various activities that make up our core business.

From research to education and knowledge transfer, we need to effectively build our Université Paris Cité community, benefiting from all of the research units, departments, training and research units (UFR) and schools, and led by the three faculties and the IPGP.

During this intense period of construction and transformation, our entire University community is engaged to build the research and training projects both within and between our faculties.

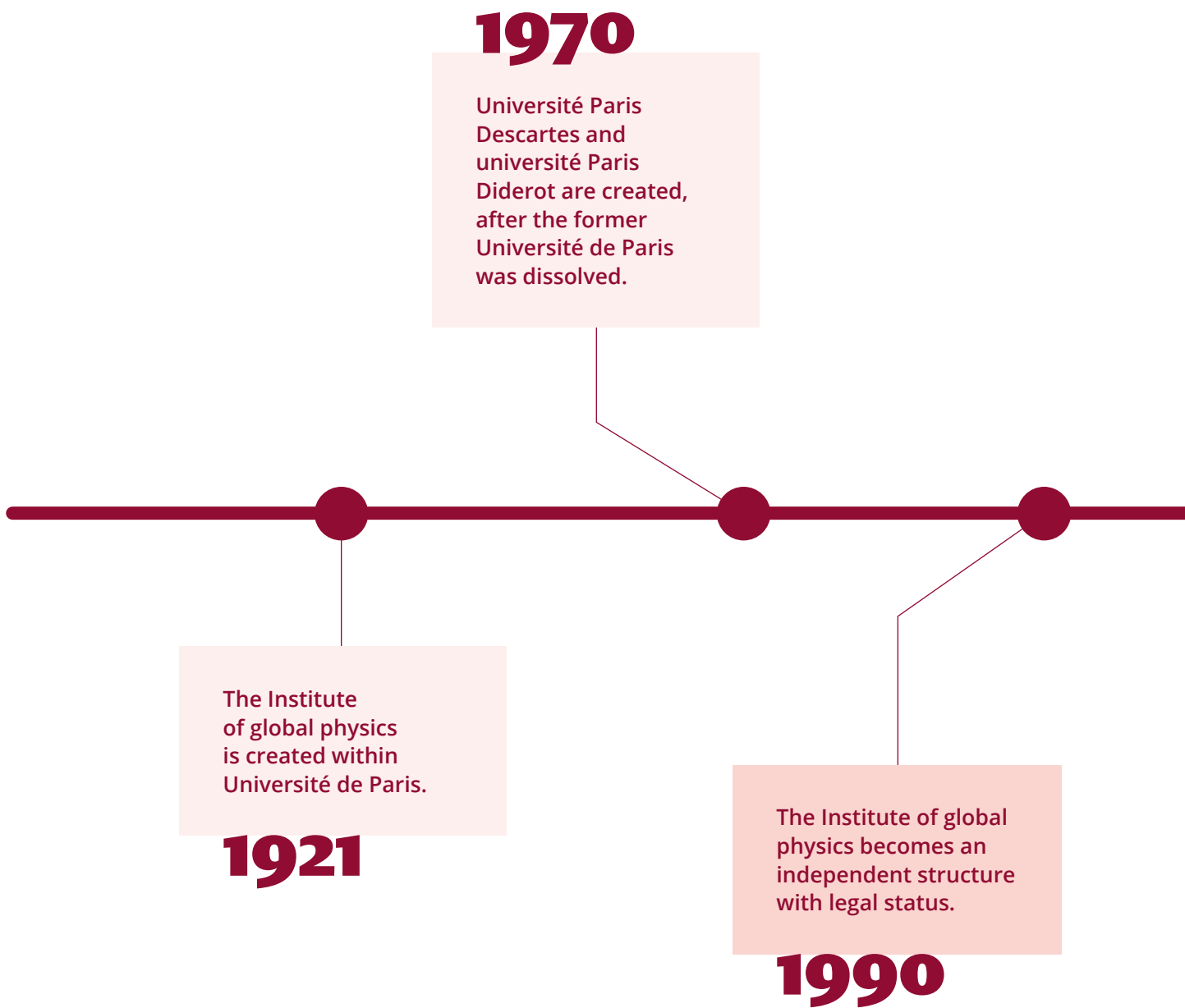
These academic projects are supported by the new model for structuring Université Paris Cité, with strategic central bodies and strong faculties, as close as possible to the research units and components, for increased agility and responsiveness.

The first years are essential in order to define our cultural traits and how we do things. We are embracing our collective responsibility to resolutely embody the choices that will mark the future of Université Paris Cité. This makes it necessary to find the right balance between the essential awareness of the societal issues that we have a duty to contribute towards and resolute support for progress with knowledge guided by curiosity, open to taking risks, sensitive to the long timeframes involved with developing knowledge.

It also involves making the right choices for the publication and distribution of research results and data, while ensuring a faultless approach to scientific integrity and ethics, in accordance with the principles from the European Human Resources Strategy for Researchers (HRS4R) label. As a public university, we must give ourselves the resources needed to uphold, while respecting privacy issues, the principles of open science and knowledge sharing, which are specifically reflected in the publication and archiving models that we adopt.

This also means performing our scientific culture distribution and scientific mediation role, within a society that is increasingly dependent on scientific advances, but sometimes struggles to embody these values in public debates. From training to research and knowledge transfer, all of our activities are directly concerned by this issue: each student that we train on critical thinking and reasoning, each result that we publish in accordance with the principles of openness and objective debate, each contractual research project or each public expertise mission must take these stakes on board.

Key milestones for Université Paris Cité



2010

The Sorbonne Paris Cité Higher Education and Research Hub (PRES) is created with Université Sorbonne Nouvelle, université Paris Descartes, Université Paris Diderot, SciencesPo, EHESP, Inalco and IPGP, as well as Université Paris 13 as an associate member.

2017

IPGP, université Paris Descartes and université Paris Diderot decide to work to build Université Paris Cité. The ComUE members form the Sorbonne Paris Cité Alliance.

The ComUE Université Sorbonne Paris Cité replaces the PRES Higher Education and Research Hub.

2014

The decree creating Université Paris Cité is published.

2019

Université Paris Descartes and université Paris Diderot cease to exist with the transition to Université Paris Cité, in which IPGP becomes a component institution.

2020

Governance

These first strategic guidelines are the plan is the plan to establish Université Paris Cité governance and organisation model. Thanks to a major transformation effort led by the entire community, this new model targets a balance between the consistency of the overall strategic vision and the initiative within each faculty.

ROLLING OUT THE NEW FACULTY SET-UP

From 2021 to 2024, the three newly created faculties will continue to be built, alongside the IPGP: the decentralisation of administrative services at faculty level will continue moving forward, in addition to pooling transversal resources to try to position each process at the right level. This extensive work, which will continue to be rolled out over the coming years, offers an opportunity to facilitate procedures, establish an e-administration approach, and, more generally, improve the quality of service provided for the University's students and staff.



REAL ESTATE RENOVATION PROJECTS

Data management is fundamental: on the one hand, internal data management - harmonising data from the two founding institutions and arrangements to ensure reliability; data shared between central and faculty-level departments to give more independence to the faculties - and on the other hand, management targeting the University's positioning in the world of higher education and research and with economic stakeholders. Establishing the University within a quality-assessment approach and... effectively mapping the University's quality processes will be the first step towards a global quality approach. The information system master plan will be rolled out directly in line with this development of the organisation and processes, and will also ensure better steering and management, supporting the governance of the entire University.

For our buildings, facilities and campuses, the real estate roadmap that is currently being drawn up will set out the general framework for the deployment of projects proposed as part of the State-Region Planning Contract (CPER) in particular, including medium-term projects, such as the CHU Saint Ouen Paris Nord university campus, projects proposed in connection with the renovation of Tarnier with work underway to create a Women's Institute, or the fitting out of new spaces to welcome startups.



The Saint Ouen university-hospital campus project opening in 2028

SUPPORTING THE TRANSFORMATION

For human resources, looking beyond the workplace wellness efforts mentioned above, Université Paris Cité will focus on the stakes involved with training staff: a training plan that is more ambitious in terms of both volumes and objectives will make it possible to anticipate changes in requirements and activities, to accompany staff to develop their skills and to propose rewarding career paths with internal development opportunities.

Alongside the structuring of the Faculties, Université Paris Cité will work to promote a transversal approach, supporting cross-faculty initiatives based on multidisciplinary skills.

Université Paris Cité will also capitalise on its Foundation, created in spring 2020, to support research and education initiatives with strong social impacts, which can benefit from support from patrons or partners. The Foundation will make it possible to accelerate research projects that aim to prepare our society for the major changes that lie ahead.

Education

In terms of education, our strategic vision is built around a strong focus on excellence for all: able to serve its students in all their diversity with high standards, Université Paris Cité offers attractive training programmes, open to the world, aligned with contemporary issues, promoting innovation and a multidisciplinary approach.



Plateforme de simulation en odontologie.

Major ambitions

With 31,000 undergraduate students, 13,800 postgraduate students and 7,700 doctoral students, Université Paris Cité offers a rich and diverse selection of national qualifications, specific qualifications and lifelong learning opportunities. Each programme's specific educational goals are discussed in depth at faculty and department levels, respecting a number of key principles:

ENHANCING MULTIDISCIPLINARITY

Université Paris Cité wants to facilitate a multidisciplinary approach within its courses, which is already one of its core strengths and will be further developed over the coming years. The challenge is to train students with new profiles at the interface between several disciplines, responding to and encouraging their curiosity faced with our societal transformations.

As an intensive research university, Université Paris Cité naturally positions research-based learning as another key feature of its educational approach, targeting not only education for research, but more generally intellectual and critical learning which can be valuable for a very wide range of careers. This involves building closer links between training and research with a focus on excellence, so that research findings can be incorporated into the master's programmes, and the methodological principles and values of research can be positioned as integral parts of the intellectual foundations for all students, from undergraduate to doctorate, whatever their career plans.

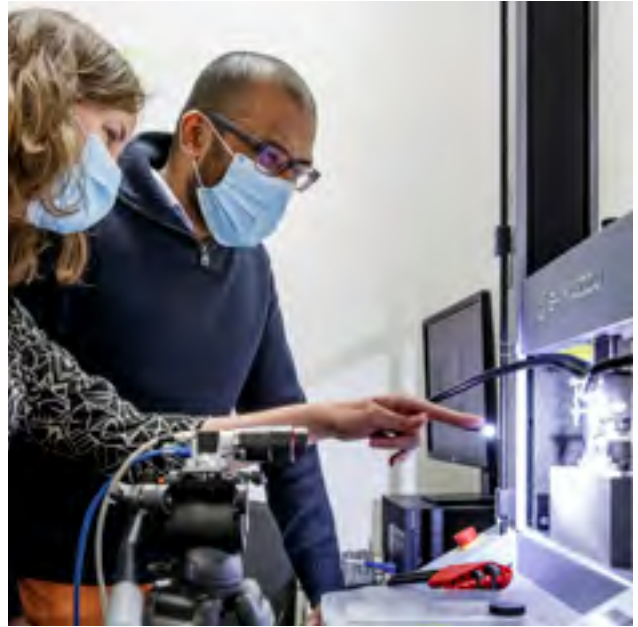
EXPANDING OUR COURSE OFFERINGS

Université Paris Cité already offers a wide range of recognised professional development training programmes, benefiting from links to research and close connections with the business world. The relevance of this type of training is increasingly evident in a context of rapid changes in careers and skills. Building on its experience in this area, Université Paris Cité will encourage all initiatives that further strengthen connections between university training and the business world, from apprenticeship initiatives through to training conditions that facilitate access for a professional audience, with a focus on lifelong learning.

Lastly, being open to the world is an integral part of the training approach promoted by Université Paris Cité, which involves working on the content of the various programmes, the mobility opportunities offered and foreign language courses.



Objectives to achieve these ambitions



MULTIDISCIPLINARY

In terms of supporting a multidisciplinary approach, Université Paris Cité can capitalise on various arrangements that already exist within it, as well as initiatives carried out with partner institutions, as illustrated by the Bachelor of Arts and Sciences developed with Sciences Po or the Multidisciplinary Higher Education Cycle (CPES) - hybrid between preparatory classes and university - developed with Lycée Janson de Sailly high school.

Université Paris Cité will notably continue to support the creation of dual and joint degrees, and to offer possibilities for students to continue with a master's degree under the same conditions, which involves creating dual masters or developing dedicated pathways.

The widespread introduction of the major / minor approach at degree level is also possible.

A backbone, corresponding to a core foundation of disciplinary skills and knowledge as part of the major, can be combined with additional training in another discipline for students who choose this option, opening them up to other methods and enabling new educational approaches to be developed.

RESEARCH-BASED LEARNING

As a key feature of all of the courses offered by Université Paris Cité, research-based learning can notably be supported in connection with the creation of University Research Schools (EUR), funded by the French Investments for the Future Programme (PIA).

Based on the observation that the ultimate opportunities for master's and PhD graduates are not limited to just academic research, the project aims to develop University Research Schools, backed by the University's strong scientific pillars. The knowledge and skills developed by students as part of their training are ideal preparation for academic careers or senior positions in all sectors of society. These projects are also a privileged forum for collaboration with the national organisations and the AP-HP, to offer internship venues together.

QUALITY OF TEACHING

The quality of teaching for the various courses is naturally at the heart of the Université Paris Cité project, built around three strong pillars:

Continuing to develop innovative educational approaches. This means enabling our teaching staff, with support from educational engineers, to develop new projects in an appropriate environment, and to test new approaches, whether or not they are based on digital tools. This educational innovation must also be able to be developed by sharing best practices: Université Paris Cité will put in place arrangements to promote exchanges within communities and facilitate the emergence and distribution of innovative projects, to improve gateways and communication between disciplines, and to further strengthen connections within our University community, in line with the initiatives already launched by Université Paris Cité with its partners: simulation-based learning, opening up paramedical courses to the human and social sciences, etc.;

Meeting the primary need of teachers-researchers to develop a quality education: streamlining the administrative and logistics functions to enable them to focus on distributing knowledge and education, particularly for recently recruited teachers-researchers. This also involves further strengthening the arrangements for training, creating value, developing skills and building loyalty among administrative staff, while modernising the administrative services by redefining certain education support roles, and moving forward with the widespread adoption of paperless processes;

Developing the management tools, information systems and monitoring tools to make it easier to monitor students and support their success: systematically setting up learning contracts, monitoring statistics for student success, monitoring their ongoing education and professional integration, and continuing to roll out the e-portfolio currently put in place for health students.



iLumens healthcare simulation, an innovative pedagogical platform associated with numerous partners

STRATEGIC INITIATIVES



LIFELONG LEARNING

The distribution of innovative academic practices and the integration of research findings at all levels of training must include continuing professional development programmes.

We therefore want to support the education teams with drawing up a stronger policy to promote lifelong learning in order to better accompany people who are working or part of professional redeployment programmes, and better respond to growing demand for this type of training in its various forms: short qualifying training programmes, certified training courses, validation of experience (VAE), etc. The faculties must have the resources enabling them to monitor emerging technological developments with a view to identifying new skillsets and future careers, regularly adapting the content of the short-term and research-based training programmes. Strong training and educational engineering support is vital to accompany this adaptability for professional training programmes.

ACCESS TO KNOWLEDGE FOR ALL

To effectively take up its position within France's capital city, Université Paris Cité will encourage, looking beyond its qualifying training courses, access to knowledge for all, whether by continuing to develop its University For All or opening up access to its courses to free auditors from all backgrounds. In this area, the university access diplomas (DAEU) and the section for imprisoned students who can train with Université Paris Cité illustrate a strong commitment to opening up the University to all audiences, with this commitment to be built on for the long term.

GLOBAL MINDSET

In a context in which being open to the world is a crucial component of training programmes, Université Paris Cité:

- **will continue to develop its foreign language courses, and enable courses to be taught in foreign languages** languages - by promoting a multifaceted approach to the issue of languages and cultures - looking beyond just English;
- **will develop a clear and attractive selection of courses for international students**, which, at the same time, will enable them to improve their French, if necessary, and learn about French culture, as Université Paris Cité is a French-speaking international university;
- **will facilitate and develop international mobility.**

STRENGTHENED LINKS WITH THE SOCIO-ÉCONOMIC WORLD

As Université Paris Cité was created only recently, promoting its range of courses with students and employers represents a specific challenge, and we need to work on improving the clarity and transparency of our training programmes, which is required to facilitate recruitment, career guidance and professional integration for our students. The development of our alumni networks will provide significant support in this area.



Research and knowledge transfer

As an intensive research university, and one of the top performers in France in the Leiden Ranking, Université de Paris has a duty to continue to develop an outstanding scientific environment in order to attract the best talents within its 126 research units. With a shared vision of excellence from fundamental research through to applied research, it encourages the development of knowledge serving major contemporary challenges and supports all initiatives enabling a rapid transfer of research results.

Major ambitions

The major political focus for these first years of existence is to set out Université de Paris' position as a leading research operator that manages its strategy and capabilities, through dialogue with its partners - research organisations, including INSERM, CNRS, IRD, universities and the AP-HP.

BECOMING A RECOGNISED RESEARCH OPERATOR

This research operator role supports our responsibilities as a public research university in today's world.

Faced with the global challenges represented by the environmental crisis and inequalities, as well as the status of rational and critical thinking in the public arena, Université Paris Cité wants to be a forum for cultivating knowledge combined with the freedom to innovate and explore the limits of knowledge, and a culture serving society.

PROMOTING NEW DISCIPLINES

Université Paris Cité wants to promote the conditions enabling the various disciplines to develop, renew and enrich one another in order to offer new experiences, theories, models, approaches and knowledge. The aim is to develop the areas of knowledge without which there cannot be any innovation, as well as to develop our understanding of the world, to offer a space where the prime criterion for the validity of a message is its search for the truth and where we allow ourselves the time needed to examine and compare the arguments involved.

FOSTERING COLLABORATIONS

In a context in which international cooperation is sometimes called into question, we want to advocate an open vision for science, within which international collaboration in particular helps ensure quality, efficiency and effectiveness, as well as the social relevance of the knowledge developed.

TALENT DEVELOPMENT

These objectives of excellence, engagement and openness go hand-in-hand with an objective to attract research staff: Université Paris Cité must guarantee a very high-quality research environment, with arrangements in place to support and accompany its academic staff at the various stages in their careers in line with the HRS4R principles, from the professional integration of current and former PhD students to the development of independence for young researchers and support for fundamental projects led by senior researchers.

STRENGTHENING TIES WITH THE PUBLIC

Lastly, we want to support the development of activities to transfer knowledge and create value through research. From partner-based research activities and R&D developed with private partners, particularly in the science and health sectors, through to activities to develop expertise and distribute knowledge led by the humanities and social sciences, we have significant experience in this field that we will be able to capitalise on and grow.

To support these ambitions, Université Paris Cité is able to count on a number of key assets

Our community benefits from well-established and world-renowned disciplines:

- Mathematics and IT
- Life sciences and health, in which we are one of Europe's leading research hubs
- Physics and materials chemistry
- Earth and universe sciences
- Human and social sciences, with rich intellectual traditions and diverse epistemological positions

We also provide original positionings at the interfaces between disciplines:

- Interface between chemistry/biology, chemistry/physics, biology/IT
- Mathematics/IT
- Continuum between fundamental research and translational research for health
- Environment
- Combination of sciences, technology and human and social sciences around global health or environmental issues; artificial intelligence and data science serving diverse disciplines
- Epistemology and the history of science and technology

Objectives to achieve these ambitions



CREATING NEW SYNERGIES

Our University was created very recently: specifically, we need to get to know one another better and offer opportunities for all our research staff to explore the possibilities for collaboration that exist within Université Paris Cité.

We will therefore be looking to build the spaces that enable our researchers, teachers-researchers, administrative and technical staff to meet up around areas of common interest and find ways to launch new collaborative initiatives. This scientific coordination and support work for emerging projects will be based on efforts to map our scientific activity, in order to have a fine-grained and up-to-date image of our research fields, and will focus in particular on promoting our strong areas of expertise in connection with the University Research Schools (EUR) for instance, which will be rolled out across all of our postgraduate programmes.

SUPPORT TO MEET YOUR NEEDS

This desire to accompany new initiatives will also guide our support policy, which will be structured around a number of core pillars:

Support for the scientific platforms and facilities is a priority, with the Scientific Platforms and Facilities Committee, making it possible to highlight the outstanding potential of our research libraries, platforms and facilities. The mapping and labelling initiatives that are underway will support this structuring effort and guide their development over time, liaising with the national research organisations and the AP-HP;

The “Emergences” call for projects will continue to offer support for new projects, alongside the various funding opportunities that exist at national level (notably with the ANR national research agency calls) and European level (notably with the new Horizon Europe programme):

The support for interdisciplinary initiatives will continue moving forward. Conceived and designed as research institutes without walls that link the contributions of different disciplinary communities and approaches together around a socially relevant theme, there are nine of these institutes to date: Earth Politics Center, Global Research Institute of Paris, The Medical Person, Data Intelligence Institute of Paris, La Cité du Genre, Institut des Défis, Institut Covid-19 Ad Memoriam, Institut de Santé Publique de Paris, Université Paris Cité Spatial Centre;

Our knowledge transfer activities are essential in order to position Université Paris Cité as a contributor to major contemporary social transformations. We will be able to capitalise on recent initiatives developed with the CNRS, INSERM, SATT and AP-HP when relevant, such as the one-stop-shop for early-stage knowledge transfer;

We will structure the instruments for welcoming and supporting newly recruited staff or staff benefiting from dedicated arrangements to allow time for research, so that they can rapidly develop their research projects and find the support they need;

Lastly, we will develop initiatives supporting open science on the one hand (by deploying the infrastructures that enable research results and data to be published, as well as supporting scientific mediation and participatory science initiatives), while promoting scientific integrity and ethics on the other hand.



Supporting scientific platforms and equipment is a priority. The white room: Faculty of Science - Physics Department

STRATEGIC INITIATIVES



A HIGH-QUALITY SERVICE OFFER

In addition to new recruits, major efforts over the coming years will focus on improving the working environment for research staff.

The major initiative in this area aims to effectively put in place the research organisation at central level and in the faculties. The aim is to be able to offer the best level of service on the few key points for research work: support for setting up and managing projects, support for organising scientific events, support for translating articles, as well as the implementation of best practices for data management, analysis and openness. This work to organise our services is the prerequisite for a sustained effort to improve our processes, simplify day-to-day life for our teams and enable them to focus on their research work.

To support the priority focus on research and knowledge transfer activities, we will continue to develop tools supporting the initiatives from the laboratories and from external partners: from better funding for early-stage knowledge transfer through to more in-depth support for our startups, the deployment of support services for partnership-based research and the opening up of our platforms to external partners, we will continue building on the efforts made in the last few years to simplify and professionalise the transfer support provided. The Université Paris Cité Foundation will contribute to this effort to ramp up the interfaces between the University and private partners.

«Paris, as a capital city, is the central region for Research and Development in France, Université Paris Cité aims to be a key partner for policy makers»

A SOLID PRESENCE

Another key instrument with our scientific policy will involve working to structure our research units and our policies at various levels of relevance:

An initial internal level within Université Paris Cité:

in certain areas, work is underway to organise the various topics for research with a view to creating visible centres or research federations (typically in healthcare around diabetes or sciences around chemistry) - we will support this work so that it can move forward and continue to evolve over time;

A second level concerns relations with our other partner universities in Paris.

Université Paris Cité stands out through the level and intensity of its collaboration with other universities, from sciences and healthcare (notably with Sorbonne University, Paris Sciences & Lettres, Université Paris Saclay) to humanities and social sciences (notably with partners involved in the Condorcet campus project). These collaboration initiatives represent a major asset and a rich source of diversity and renewal for our teams;

A third essential level concerns the work to be carried out with the national research organisations, such as INSERM, CNRS and IRD, as well as INRIA, supporting the site strategy, and the AP-HP. The sharing around the scientific strategies of these organisations should make it possible to create ambitious projects, at European and international level, and to develop iconic structures for innovation, such as Paris BioTech Santé, the Meary project at Hôpital Saint-Louis, and the Biolabs project at Hôtel-Dieu;

A fourth level concerns Université Paris Cité position within the coordination of the national scientific policy. Université Paris Cité wants to work with its partners, particularly within the association of intensive research universities (Udice), liaising with the corresponding networks at European level (German U15, Russell Group) and around the world (Canadian U15 Ivy League, C8);

Lastly, a fifth level concerns the links with the scientific policies of our region and city. A capital university, at the heart of France's leading R&D region, Université Paris Cité wants to be a preferred stakeholder for public policy matters in order to ensure that its research is aligned with local and regional stakes.



International relations

From its founding institutions and the various IDEX initiatives, Université Paris Cité has inherited a rich network of partnerships, in terms of both laboratories and training programmes, as well as at institutional level. The University's creation makes it possible to take a new step forward and capitalise on these achievements to develop the consistency of our international strategy for training and research. The international dimension transcends all activities across Université Paris Cité: from training, when it involves preparing students for integration and global issues that will impact their professional and personal lives, to research, where collaboration is naturally part of the global arena, while inclusion in the HRS4R programme helps ensure an attractive position for recruiting. At the crossroads between Northern and Southern Europe, Université Paris Cité intends to take up its position as one of the best research-focused universities in Europe. The European Higher Education Transformation Agenda (HETA) programme is helping gradually put in place a single higher education area and an interconnected dichotomisation of international relations between Europe and the rest of the world.

Major ambitions

In terms of training, the University's ambitions are focused on an ambitious general horizon: empowering all students from all disciplines and all levels to open up to the world - whether through physical mobility (studying or internships), the training conditions adopted or the development of training content. This general goal is broken down in various ways, depending on the level of studies.

DEVELOP NEW MOBILITY OPPORTUNITIES

At Bachelor's level, one major goal is to improve the opportunities offered for physical mobility, in terms of both their quantity, with more options for exchanges available to students, and their quality, with better follow-up on the students' experience during their exchange. However, aware of the fact

that not everyone will choose or be able to take up opportunities for physical mobility during their course, we will carry out a major review into the internationalisation of the courses themselves, with our ambition for Université Paris Cité to be open to the world at its campus in Paris.

At Master's and Doctorate level, we will look to further strengthen our range of "international courses", i.e. programmes that are thought out specifically to welcome students who are not exclusively French, especially in areas where the close alignment with our research capabilities enables us to offer particularly attractive programmes. Depending on the disciplines and levels, this policy will benefit from being strategically focused on European integration and certain geographical areas or certain partners with which we have already established relationships (e.g. West Africa and China for health studies, the University of Science and Technology of Hanoi for sciences, French-speaking countries for humanities and social sciences, etc.).

In the specific case of PhD students, who are trained within a fully internationalised research world, we will look, where possible, to position physical mobility as a systematic part of our programmes.

FOSTER INTERNATIONAL COLLABORATIONS

In terms of research, the challenge with international development involves enabling each researcher and each laboratory to work with their most relevant counterparts, whether they are located in France or other countries. Our primary goal is to support researchers' initiatives, by providing the right level of structuring and developing support for setting up and managing calls for projects. This makes it possible to develop specific institutional partnerships, such as with King's College in London

The European programme « *Transformation Agenda of higher education* » contributes to the progressive creation of a single higher education area and a interconnected dichotomisation of international relations between Europe and the rest of the world.

for instance or Oxford University, as well as NUS in Singapore. For Université Paris Cité, our international focus will continue to be one of the factors guiding us to develop and capitalise on our links and synergies with the institutions that are part of the Sorbonne Paris Cité Alliance (e.g. with NUS) and research organisations (e.g. with the CNRS for Canada and NUS, with the IRD and INSERM for Africa, etc.).

EUROPE : OUR SECOND CAMPUS

In terms of both research and training, Europe has a particular position within Université Paris Cité international strategy, both because this is the natural horizon for our research strategy, and because this is also where a university model is being built in line with contemporary needs: the development of the Circle U.. initiative is an outstanding example of these spaces for experimenting with new training and research models. In partnership with Humboldt University, King's College, UCLouvain, Aarhus University, the University of Belgrade and the University of Oslo, Université Paris Cité has, with Circle U., an essential space making it possible to radically develop the internationalisation of our students, to promote collaborative research projects around societal issues and, more widely, to help transform the European higher education and research area. With three knowledge hubs set up around global health, environmental and sustainability issues, and democracy issues, Circle U. is enabling Université Paris Cité to develop training and research aligned with contemporary needs, positioned from the outset on a European scale.



Objectives to achieve these ambitions



DEVELOPING OUR REPUTATION

A first instrument supporting our international policy relates to communication. As a newly created University, Université Paris Cité needs to work very quickly to establish international recognition for its name, which is an asset for both its students and its staff. Specific communication work will make it possible to promote our University's profile and strengths, in France and around the world. The University's inclusion in the major international research networks will help establish this reputation more quickly, for example through our active participation in the Guild or the Association of European Universities, followed in the future by international research university networks, such as the International Alliance of Research Universities (IARU).

SIMPLIFIED PROCESSES

In terms of training, capitalising on our existing partnerships and achievements, we will work to facilitate the approaches and procedures required when setting up agreements. In the specific case of dual degrees, which represent a useful tool, but are complex to put in place and operate, we will look to further strengthen the expertise needed.

In terms of research, where international relations are largely dependent on individual initiatives by teacher-researchers, Université Paris Cité will look to support the seed and startup arrangements in place to launch emerging collaboration initiatives, while working on the speed of the processes for setting up contracts with international PhD and post-PhD researchers. The close links between staff supporting international relations at faculty level with the central International Relations Department will be a key factor in this area. This work also requires a sufficiently fine-grained and up-to-date vision of the initiatives underway to ensure that it is easy to scale up when relevant. Lastly, it will be important to fund exploratory missions with a view to structuring promising partnerships.

ATTRACTIVE INTERNATIONAL DEVELOPMENT POLICIES

The visiting fellows policy, a crucial instrument for international development aligned as closely as possible with the research units, will continue to be developed, taking particular care to ensure that it can also benefit the internationalisation of our Master's and PhD students.

Supporting our physical mobility goals, we will develop and structure our incoming and outgoing scholarships at Master's level, especially outgoing at Bachelor's level - capitalising on the MIEM and MIREs scholarship programmes, set up in the last few years. The University Research Schools (EUR) funded by the French Investments for the Future Programme (PIA) will be a key element to develop and structure this policy at Master's and Doctorate level.



AN AMBITIOUS HOSTING POLICY

The success of our international policy starts on our campus: drawing on our existing assets, we will continue to structure our services to welcome international visitors and develop language and intercultural skills, particularly for our staff who are regularly in contact with international students or teachers-researchers. The dedicated international office, which is part of the "Welcome to France" strategy led by Campus France, is a significant element in this area. Promoting mobility for staff who are not in teacher-researcher positions will also be a way to open us up to international practices across all our activities.

« The success of the international policy begins on site, notably in the development of language and intercultural skills. »

Campus life and university life

Openness, inclusion, respect for diversity and equality in all its forms, which are integral parts of Université Paris Cité global strategic vision, are particularly relevant when it comes to campus life and university life. For this first strategic plan for Université Paris Cité, we will naturally focus on developing the quality of life and work across all our campuses.

STUDENT WELLBEING

Committed to ensuring the fulfilment of its students, looking beyond their learning experience itself, and creating the conditions for a vibrant student life, Université Paris Cité has a policy built around three pillars: health and wellbeing, accommodation, and associations and cultural life.

Improving the living conditions of students firstly involves providing good information and guidance on a daily basis. For this, we will use a range of digital tools (e.g. chatbots, dedicated app, etc.) and physical arrangements (e.g. kiosks, boards, assistants, etc.). With the University Health Department, we will also focus on physical and psychological health aspects, by developing the care options provided and rolling out prevention arrangements across the board.

Student housing in the Paris Region is a recurring issue that Université Paris Cité is addressing with its partners. One priority concerns the development of an emergency accommodation solution, with appropriate social support. More generally, in terms of developing the supply available, we will continue working with our partners: CROUS, associations, major landlords.

As Université Paris Cité campuses and sites are geographically spread out and diverse, the third pillar, focused on promoting sports and association life, is vital to further strengthen the quality of our student experience. Possibilities to broaden their horizons by discovering different cultures, being part of associations and feeling connected to the Université Paris Cité community are also important for student wellbeing. Here, we will focus on our rich offering and its geographical coverage to ensure that all of the campuses are covered. We will also take particular care with the effective coordination and linking of initiatives for the University and at faculty level.

To learn more about the specific proposals and initiatives being developed, please visit the dedicated "Campus Life" pages on our website.



Université Paris Cité has over 500 000 m² of campus grounds within Paris and its surrounding areas

WORKPLACE WELLNESS

The issue of workplace wellness is essential for Université Paris Cité in order to further strengthen its attractive positioning and sustainably ensure a high-quality professional environment for our staff. Four key areas for work stand out for the coming years.

The first key area involves developing professional support and training for staff: setting up individualised training will be a core feature of the plan to improve the quality of life at work, with stronger support for academic and administrative staff and arrangements aligned with each profile (professional integration for post-doctoral fellows, ability to retain lecturers, support for young recruits, development of talents for staff in the middle of their careers, continuing professional development training to enable teaching staff to develop their teaching practices, support to develop independence for research, help to take on responsibilities, etc.).

The second key area involves capitalising on the training and research expertise of our researchers, teachers-researchers and PhD students to develop assistance and support services for staff: legal clinic, psychological support, etc.

The third area involves creating connections: ensuring that the cultural offering is not thought out exclusively from an individualised approach, but offers opportunities to create connections between Université Paris Cité staff, by supporting collective and social initiatives and enabling staff to take part in creating this offering (e.g. focus days, rallies, collective outdoor sports activities, etc.).

Lastly, the fourth area concerns the accessibility of services, such as sport or dining, in a context in which our Université Paris Cité campuses are geographically spread out. The idea is to ensure that the various offers are adapted for this specific situation (e.g. offering online sports classes, alternative solutions for staff who do not have easy access to the collective dining sites, etc.).

STRATEGIC INITIATIVES

EQUALITY

While the quality of research and training programmes can be shared with other universities, Université Paris Cité exemplary equality positioning and proactive policy will enable it to stand out from comparable institutions with its original approach.

Université Paris Cité has already set out its strong commitment to building an inclusive university for all, rejecting all forms of discrimination. We have a range of actions in this area, illustrated by the recent implementation of the HRS4R label for recruiting academic staff, our disability roadmap (2021-2025) and the creation of an ÉgalitéS equality mission and a network of correspondents in the faculties.

To ensure the sustainability of this commitment, the main areas for action proposed are as follows:

Further strengthening and structuring the equality network, made up of the ÉgalitéS mission, correspondents in the faculties / components, in the central departments and campus and association life (particularly for female students). The ÉgalitéS equality mission will need to have means to ensure this coordination, which will make it possible to improve the overall consistency of our actions and encourage new ones, benefiting our entire university community. It will present a regular review to the governing bodies,

in accordance with the requirements of the French research planning law (LPR). Elle présentera un bilan régulier devant les instances, conformément aux exigences mentionnées dans la LPR.

Equality will effectively be taken into account in the contracts setting out the objectives and resources for the faculties and the IPGP. Research into inequalities will be developed, as mentioned in the French research planning law (LPR), thanks in particular to La Cité du Genre. A cross-disciplinary call for tenders will also be looked into.

Social support measures will be ramped up, particularly for students (emergency accommodation, Université Paris Cité social scholarships). A series of initiatives aimed at closing the pay gap between men and women, ensuring equality for career advancement and successful studying, and ensuring a work-home life balance will be launched, with impacts on the institution's HR policy and beyond (see requirements for European Commission calls for projects).

Psychological support and prevention actions with students, as well as staff, will be further strengthened. Similar steps will be taken for building awareness and providing training on issues relating to inequality in all its forms or harassment, particularly





with students and staff who have responsibilities or have recently been recruited (see free EU project on equality, mentoring for female PhD students, initiatives to raise awareness on unconscious bias for recruitment, etc.). Training on “inclusive learning” will be offered to the educational teams and the corresponding tools will be made available to everyone.

Access to information (in French and English and on appropriate media) for the entire community will be improved, alongside the creation of one-stop-shop units to facilitate processes.

Work to ensure the compliance of the premises and adapt them (disability standards, signage) will continue moving forward across all of the University's campuses.

To learn more about the ÉgalitéS equality mission and the actions taken or under discussion, please visit this page (which presents all of the actions identified by the working group).

ALUMNI

Université Paris Cité wants to be a university that is open to society and connected to its environment. An essential instrument supporting this vision

is the alumni policy: first of all, the University's graduates are our best ambassadors in the various professional sectors, and they are also effectively positioned to help us better respond to social demands.

In addition, they are an outstanding source of support for our current students, with a focus on solidarity between different generations of Université Paris Cité students and graduates, providing advice and guidance and facilitating professional integration.

The University can also support its alumni by offering them an ongoing connection with the research that is underway, as well as with the training that they can help provide or benefit from. In a contemporary context in which the rapid evolution of knowledge makes lifelong learning a vital issue, Université Paris Cité can work with its alumni to invent new ways of articulating the areas of knowledge that it develops for society.

This medium-term vision will be gradually developed by setting up a network of Université Paris Cité graduates, complementing the existing networks based on different disciplines or courses.



The Jardin de l'Abbé Pierre located on the Grands Moulins campus in the 13th district

SUSTAINABLE DEVELOPMENT

Faced with major climate and environmental challenges, Université Paris Cité is committed to fully integrating the various dimensions of sustainable development into its operational strategy and its education and research missions, within a co-construction approach working jointly with all of its communities.

Our coordination of the “Global Health” initiative from the Circle-U programme illustrates our commitment to the inseparable stakes involved with the climate and health. This commitment by Université Paris Cité to sustainable development is moving forward in synergy with other initiatives, such as the City of Paris’ Climate Academy initiative.

While we have a longstanding commitment to promoting sustainable practices across our various activities, we will be working to take on board the complex issues involved with this (r)evolution more effectively.

The policy will therefore focus on three key areas:

Becoming an environmentally responsible operator by transitioning towards sustainable campuses, in terms of waste sorting, energy consumption in the

buildings, efficient digital practices, green buildings, etc. This involves managing a long-term effort to decarbonise and improve the resilience of Université Paris Cité’ infrastructure and practices;

Looking into how to better structure the courses offered for the activities and professions in related fields through support from outstanding research laboratories. More generally, we aim to respond to strong demand from students by further enhancing the range of training with dedicated modules on climate and environmental issues and by supporting and promoting student initiatives relating to sustainable development;

And focusing our research practices and themes and our partnership policy on projects that promote sustainable solutions. While respecting each researcher’s freedom, this involves encouraging an ambitious research policy in fields relating to the ecological, energy and social transition, while inviting all of the disciplinary fields to mobilise around major systemic issues relating to the climate, biodiversity, energy resources, pollution, etc.

POSITION WITHIN THE COMMUNITY

Université Paris Cité is one of two major research universities in Central Paris. It therefore has a unique opportunity to contribute to society through the transfer of knowledge and training for citizens, promoting a strong level of civic engagement.

In return, the city is an essential partner in terms of socioeconomic relations, access to data for research, access to external funding, etc.

To build ambitious projects around shared goals, Université Paris Cité must further strengthen its links with the City of Paris and the Paris Region, while ramping up its channels for communication:

this is based on identifying and maintaining direct contacts, both political and administrative with city halls in the various arrondissements, in order to keep them informed and engage them in relevant initiatives led by the faculties, departments and laboratories.

We will systematically review all the possible interfaces between the University and its environment to identify those that we would like to further strengthen in particular:

For training, the interfaces that enable students to contribute to their environment (internships, student volunteering) and that enable employers to express their needs;

For research, the interfaces that enable our researchers to listen to the needs of the various regional partners and develop civic and participatory science projects;

For distributing knowledge, the interfaces that enable us to further strengthen our role in terms of scientific mediation and the distribution of scientific culture among the general public.

Université Paris Cité aims to contribute to its region's growing influence and reputation by capitalising on links with other academic, scientific, technological and cultural institutions. We are therefore putting in place an action plan to expand and reinforce our contacts with these institutions located in Paris and the Paris Region, but we will also be drawing on our international partners - for example, within Circle U, where one of the actions is focused specifically on entrepreneurship, including women, interacting with the city and our health stakeholders.



Community garden project called «Retour de la Terre», created by artist, landscape architect Emmanuelle Bouffé on the IUT campus Paris Rives de Seine

Some key markers

Université Paris Cité is in its first years of existence and this first plan is deliberately brief: 2021 to 2024 will offer opportunities for us to clearly set out our goals and link them to appropriate tracking indicators for our next strategic plan.

For this first strategic plan, Université Paris Cité has identified some key markers that must help monitor its development.



A student satisfaction survey will be carried out in 2021, and then on a regular basis



A survey making it possible to monitor staff satisfaction one year after their recruitment will also be set up



The Reuters ranking for the most innovative universities will make it possible to measure progress with knowledge transfer



The implementation of Circle U will illustrate our ability to develop our internationalisation and establish ourselves within the transformation processes underway at European level



Lastly, the amount of self-generated resources corresponding to competitive calls for projects will provide us with insights into the visibility of our research compared with national and European levels

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