



<b>Full title of the IDEX project</b>	<b>IDEX Paris-Saclay</b>
<b>Website of the IDEX project</b>	<a href="http://upsaclay2020.fr/fr/">http://upsaclay2020.fr/fr/</a>
<b>Project coordinator</b>	Last name, First name: Chappert Claude Telephone: 06 37 04 35 95 E-mail: <a href="mailto:claudе.chappert@universite-paris-saclay.fr">claudе.chappert@universite-paris-saclay.fr</a>
Institution leading the project	Name: <b>COMUE Université Paris-Saclay</b> <a href="http://www.universite-paris-saclay.fr">www.universite-paris-saclay.fr</a>
<b>Date written</b>	18/12/2017

## **CONTENTS**

<b>1. PROGRESS STATUS .....</b>	<b>4</b>
<b>2. RESPONSES AND ACHIEVEMENTS.....</b>	<b>6</b>
2.1 Responses to panel’s expectations.....	9
2.2 Achievements per criterion .....	9
2.2.1) Research excellence.....	9
2.2.2) Teaching excellence .....	11
2.2.3) Innovation .....	14
2.2.4) Target university .....	16
2.2.5) Campus and student life .....	19
2.2.6) International visibility .....	19
2.2.7) HR policy .....	21
2.2.8) Partnerships (academic, NROs, business).....	22
2.2.9) Governance and project management.....	22
2.3 Powers and competences.....	23
<b>3. PROSPECTIVE VISION.....</b>	<b>28</b>

## 1. PROGRESS STATUS

In 2016, you wrote that “*Although the potential and the excellence of the individual members is great, the IDEX has not yet managed to capture and sum up that excellence, to create an integrated research university which can become visible internationally*”.

This evaluation perfectly summarised the difficulties we were facing to move from an alliance of institutions to their integration within a single university. Over the last two years, we have therefore concentrated our effort on the institutional challenge of integrating our existing universities and *grandes écoles* within Université Paris-Saclay.

This process has led to a major redefinition of our institutional perimeter. Five higher education institutions have decided that the required level of institutional integration was too high for them and chose to leave University Paris-Saclay to launch their own project. And seven institutions, together with the seven national research organizations (NROs), have continued to work towards the target university that has been supported by the IDEX project since 2012<sup>1</sup>.

This reduction of our perimeter was necessary for us to move forward, as planned, without compromising our original ambition. It will enable us to finalise our institutional trajectory in 2020 with the closure of the ComUE Université Paris-Saclay, the creation of a fully-fledged university that retains its brand, merges with Université Paris-Sud and integrates four *grandes écoles* and IHES. The new Université Paris-saclay will have Faculties and Schools with a similar degree of autonomy to that of the Schools of universities such as Cornell. They will be formed respectively from the main components of Université Paris-Sud, and by the *grandes écoles*<sup>2</sup>.

We have formalised a political agreement (see Appendix 1 & 2) towards this creation in 2020, which also includes a partnership trajectory with the two other member universities, planning a merge by 2025. This agreement has

---

<sup>1</sup> We explicitly mentioned this possibility in our 2015 report: “We are aware that it is possible that not all 18 institutions will be able to progress at the same rhythm and that some may choose to remain associated rather than join the future Université Paris-Saclay, but we are convinced that we must continue to move forwards if we want to achieve our ten years target of being one of the world’s leading universities” (p.6). The five institutions that left are: Ecole Polytechnique, ENSTA ParisTech, ENSAE, Télécom ParisTech and Télécom SudParis.

<sup>2</sup> These will keep their legal personality, as planned by the new law on ordonnances currently being passed by the French state.

been discussed with the French Ministry of HER&I and approved by the Boards of all our partner institutions (apart from HEC who will vote later). It will form the basis of our statutes to be approved once the government passes the law on *ordonnances*.

We have also continued to structure our educational offer: currently the ComUE is accredited by the Ministry of HER&I for higher education degrees at the Master and Doctorate level. Our eight teaching departments admit Master students through a worldwide application process, oversee course content and manage all programmes on a day to day basis. In both 2016 and 2017, we delivered 6000 Master and PhD degrees – a clear sign that the Université Paris-Saclay identity is here to stay, and a concrete demonstration of our capacity to integrate information systems, develop common guidelines and mutualise competencies.

As planned in 2016, we formally created our ten research departments and opened eight research institutes. The research departments are, along with our eight teaching departments, key structural blocks of Université Paris-Saclay and guide our global strategy, whereas the institutes ensure our capacity to launch cutting-edge thematic programmes.

We have continued to strengthen entrepreneurship training, innovation and relations with industrial partners at the level of UPSaclay, with for instance a large-scale strategic agreement with PSA and ongoing similar discussions with Bosch, Nokia, Thalès and Orange. In addition, the Université Paris-Saclay Design Center was inaugurated on December 5<sup>th</sup>, 2017. A common signature chart was voted in Spring 2015 and has been systematically implemented since.

Our campus infrastructure is also beginning to take shape with for instance new athletics facilities now open and owned by the ComUE.

Finally, the fact that the ComUE issues Master and Doctorate diplomas since 2015 has been a formidable accelerator for the development of research and teaching agreements with international universities. We are also boosting our international reputation with articles in newspapers, specialised forums, agreements with top-level universities, and the implementation of a set of tools such as an internationally distributed scientific newsletter (cf. §2.3).

With the formal agreement of the 14 partners on draft statutes for the target university, all conditions are now met to enable us to become an internationally recognised top 20 world class university in 2020.

## 2. RESPONSES AND ACHIEVEMENTS

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

<a href="#">List of partners when the completed probationary period was evaluated in 2016</a>	
<b>Partners that in 2016 were engaged in the construction of the target university</b>	
Université Paris-Sud (UPSud)	
Université de Versailles-Saint-Quentin-en-Yvelines (UVSQ)	
AgroParisTech	
CentraleSupélec	
Ecole des Hautes Etudes Commerciales (HEC)	
Ecole Nationale Supérieure des Techniques Avancées (ENSTA)	
Ecole Normale Supérieure Paris-Saclay (ENS Paris-Saclay)	
Ecole Polytechnique	
Institut d'Optique Graduate School (IOGS)	
Institut Mines-Télécom (IMT) : écoles Télécom ParisTech (TPT), Télécom Sud-Paris (TSP)	
Groupe des écoles nationales d'économie et de statistique (GENES) : Ecole nationale de la statistique et de l'administration économique (ENSAE)	
Commissariat à l'énergie atomique et aux énergies alternatives (CEA)	
Centre national de la recherche scientifique (CNRS)	
Institut des hautes études scientifiques (IHES)	
Institut national de la recherche agronomique (INRA)	
Institut national de recherche en informatique et en automatique (INRIA)	
Institut national de la santé et de la recherche médicale (INSERM)	
Office national d'études et recherches aérospatiales (ONERA)	
<b>Other partners contributing to the IDEX actions since 2012</b>	
Pôle de compétitivité National Systematic	
Synchrotron SOLEIL	
Institut Villebon Georges Charpak	
Fondation de coopération scientifique Campus Paris-Saclay (FCS)	
<a href="#">Situation at the end of the extended probationary period in 2018</a>	
<a href="#">Partners no longer involved</a>	<a href="#">New partners</a>
Ecole Nationale Supérieure des Techniques Avancées (ENSTA)	Université d'Evry Val-d'Essonne (UEVE)
Ecole Polytechnique	
Institut Mines-Télécom (IMT)	
Groupe des écoles nationales d'économie et de statistique (GENES)	

The possibility of UEVE joining our project was mentioned in our 2016 evaluation report, and earlier in the I-SITE application submitted by this institution together with Génopole, with whom a partnership agreement was signed in September 2017. This brings us a considerable potential in the fast-developing field of "genomics and post-genomics for health and industry" that was awarded a grade A by the I-SITE jury.

The departure of five institutions will only have a moderate impact on the UPSaclay 2020 target university potential. The table below synthesizes this impact through a few key indicators.

	<b>ComUE 2016</b>	<b>UPSaclay 2020</b>
Academic staff, including research bodies	11,000	9,050
Number of PhD students	5,500	4,600
Number of other students	72,000	63,000
Among them, undergraduate students (including 1 <sup>st</sup> year in <i>grandes écoles</i> )	40,000	37,500
Number of ERC laureates	157	138
Estimated world ranking by total number of publications among the top 10% most cited (impact):		
« All sciences »	11	16
« Physical sciences and Engineering »	1	2
« Maths & Computer sciences »	1	5
« Life & Earth sciences »	5	6
« Biomedical and Health Sciences »	76	78
« Social Sciences and Humanities »	165	178

The academic staff is only reduced by about 18%, from 11,000 to 9,050, with a strong participation of full time researchers from the NROs ( $\approx 55\%$ ). The number of PhD students is similarly reduced, by about 16%. In terms of current UPSaclay Master offer, only 8.1% of the teaching hours and 7.5% of the students come from the departing institutions.

To estimate the impact of the change in perimeter on research potential, we compare world ranking by total number of publications among the 10% most cited, an indicator we have adapted from a study<sup>3</sup> by CWTS Leiden in 2015. In all fields, the UPSaclay 2020 target university preserves an excellent ranking. A recent simulation<sup>4</sup> of ARWU ranking confirms this trend: UPSaclay 2020 would be ranked between 16<sup>th</sup> and 19<sup>th</sup>.

Finally, collaborative projects (EquipEx, LabEx, Convergence Institutes, new research institutes, etc.) launched since 2011 in partnership with the institutions that have left will be continued whenever judged beneficial, through partnership agreements such as we have with other ComUEs.

*All key indicators thus show that UPSaclay 2020 retains the potential to become a world class research-intensive comprehensive university.*

<sup>3</sup> The initial study was made on the IDEX Paris-Saclay 2012 perimeter for the 2011-2014 period (column "ComUE 2016"). The contribution of UEVE should significantly improve the scores in "Life & Earth sciences" and "Biomedical and Health Sciences".

<sup>4</sup> D. Egret and D. DoCampo, cf. AEF paper n°570879 by S. Piovesan, 23/10/2017

## Changes in the structuring of the target university

Is the target university created? <b>NO</b>
If NO, are target university's statutes under review by the Ministry? <b>NO</b>
If NO, have draft statutes been produced for the target university? <b>YES<sup>5</sup></b>
If YES, do the projected statutes require a change in the law? <b>YES</b>
If YES, have these statutes or their draft been approved by the partners that will be included? <b>YES</b>
<b>If the target university is created or if its statutes are under review by the Ministry</b>
List of partners which are merged into the target university in March 2018
List of partners which will be merged later on into the target university (stating, if possible, the year of merging)
List of partners that will be included, after evolution of legislation, in the target university while keeping their legal personality
List of partners which will not be included in the target university, excluding research bodies
<b>If draft statutes for the target university have been prepared and approved by governing bodies of the involved parties</b>
List of partners which will to be merged into the target university (stating, if possible, the year of inclusion) 01/01/2020 - Université Paris-Sud (UPSud) 01/01/2025 - Université de Versailles-Saint-Quentin-en-Yvelines (UVSQ) 01/01/2025 - Université d'Evry Val-d'Essonne (UEVE)
List of partners that will be included in the target university while keeping their legal personality (stating, if possible, the year of inclusion) 01/01/2020 - AgroParisTech 01/01/2020 - CentraleSupélec 01/01/2020 - Ecole Normale Supérieure Paris-Saclay (ENS Paris-Saclay) 01/01/2020 - Institut d'Optique Graduate School (IOGS) 01/01/2020 - Institut des hautes études scientifiques (IHES) 01/01/2020 - FCS Campus Paris-Saclay <sup>6</sup>
List of partners which will not be included in the target university, excluding research bodies Ecole des Hautes Etudes Commerciales (HEC) Pôle de compétitivité National Systématique Synchrotron SOLEIL Institut Villebon Georges Charpak

The current position of HEC is a consequence of its specific status and distinct business model. However, HEC and Université Paris-Saclay share a

<sup>5</sup> The text is joined as Appendix 1 & 2 in English and French versions, the latter being the version actually voted by the Boards of the partner institutions.

<sup>6</sup> In parallel with the creation of UPSaclay 2020, a new foundation will be created on its perimeter, inheriting the rights and duties from FCS Campus Paris-Saclay. The new foundation would be supported by companies.

common academic vision and ambition, supported by many years of collaboration. We will keep working on a common project, benefiting from the complementary expertise and skills of both institutions.

## 2.1 RESPONSES TO PANEL'S EXPECTATIONS

A more detailed description of the structure and governance of the target university, hereinafter referenced as "**the University**" or "**UPSaclay 2020**", is provided in section 2.2.4 below. Following the jury appreciation, the main defining features of the project are the following:

- **UPSaclay 2020 integrates both universities and *grandes écoles*** and closely associates the NROs to the governance.
- **This university ensures from the start a unified strategy, with a strong presidential authority** and responsibility over the budget, resource allocation and staff recruitments. It delivers Bachelor, Master and PhD degrees. It thus fulfils the criteria for international recognition by ranking agencies. Finalising the integration of our institutions will require a legal change to enable nested legal personalities, similar to the listed bodies and recognised bodies of UK universities such as Cambridge and Oxford. This change has already been discussed by the main actors within the French Government, and will be validated by the French Parliament during Spring 2018.
- UPSaclay 2020 aims to be a world-class research-intensive institution ranked in the top 20 by ARWU. However, in order to address the need of local undergraduate education which is also part of the mission of our constituent institutions, **we will also create the "*Paris-Saclay undergraduate school*"**, which will have its own legal personality and deliver its own undergraduate diplomas with a primary target of local undergraduate education. This evolution will take place during the 2020-2025 period, through a restructuring of our undergraduate offer. It will not affect the creation of our target university in 2020.

**Draft statutes have been written, agreed upon and voted by the boards of the institutions (cf. Appendix 2).** Details of the planned internal structure and governance are given in subsection 2.2.4.

## 2.2 ACHIEVEMENTS PER CRITERION

### 2.2.1) Research excellence

- a) Response

The 2015-2017 period has seen an important progress in the structuring of the scientific strategy, with two main instruments that complete the first

step provided by our 11 LabEx: (a) cross-institution research departments, following a mostly disciplinary logic; (b) research institutes, organised around thematic or interdisciplinary challenges.

The **ten research departments** were created by end of 2015, with two main missions: i) to develop a Université Paris-Saclay identity throughout the whole community, ii) to become the bottom up driver of a global research strategy. They are the natural link between the LabEx (and other PIA projects such as EquipEx, IC, DHU etc.) and the rest of our academic community, through cross participation in steering committees.

These departments produced by December 2015 a first analysis of the state of the art of research within the ComUE. By October 2016, 23 [Strategic Research Initiatives](#) (SRI) (out of 49 supported by the departments) were selected through a competitive process involving the IDEX Committee, the department's heads and external referees. 17 were joint projects involving at least two different departments. These SRIs are designed to spearhead UPSaclay's global research strategy. All benefit from full support from UPSaclay on communication, EU projects, and relations with industry. Through the departments they have access to specific funding for research or animation (workshop, conference) and pump-priming funds, and 12 have received specific funding to help them start.

Research departments are also at the heart of our talent attraction policy, notably through the Jean d'Alembert chairs program and the selection of two more IDEX chairs (cf. §2.2.7 below).

**Research institutes** are a second major tool of the global strategy, bringing together researchers and equipment from different laboratories to launch cutting-edge research on interdisciplinary challenges. All institutes mentioned in our 2015 report are now operational, hosted in their new building or about to be. Two were only projects in 2015:

- The "[Maison des Sciences de l'Homme de Paris-Saclay](#)" (MSH) was officially launched in January 2017, with the mission to encourage a culture of quantitative data and an orientation toward science and technology studies, widely open to the international community. It has since organized 50 interdisciplinary workshops, 2 cycles of conferences, and launched 10 emergence and 6 maturation projects.

- The "[Institut Pascal](#)" (IPa), launched in July 2017, is currently running its first programs in frontier topics: "Astro-cosmology" and "Physics and its interfaces", hosting top level scientists from around the world.

Finally, the PIA "Convergence Institutes" call selected two of our projects (out of 10 selected nationally) on major challenges: Land use within global warming (CLAND), and Big Data (DATAIA). Strongly oriented towards international collaboration, they will be key assets for the University.

As a complement to these structuring tools, UPSaclay has reinforced the potential of experimental infrastructures open to UPSaclay researchers. Following a thorough census, made widely available through the web platform "[PluginLabs](#)" (cf. §2.2.3), a unified strategy of the ComUE in 2017 ensured funding of 8 new major platforms through an Ile-de-France Call, representing about 50% of the total regional funding awarded.

**A common signature chart** was voted by the ComUE member institutions in Spring 2015, and has since been implemented by each member. In 2016, 29% of the 15584 articles published were signed Université Paris-Saclay; for the three first quarters of 2017 the ratio reached 43%. This evolution is now being monitored within each institution and laboratory to enable local action. Furthermore, to help researchers an [online tool](#) is now being tested, that generates the correct signature according to the chart.

- b) Additional information

In line with the 2020 milestone, the departments will be reorganized with two aims (i) mapping the new perimeter of UPSaclay 2020 and proposing updated strategic axes, (ii) ensuring a closer link between research, innovation and teaching (cf. §3 and ANNEX 2 of the draft statutes).

In complementarity with the departments, the University role will be to support cross-cutting excellence, maintaining a broad range in basic research while developing interdisciplinary actions on socioeconomic and fundamental challenges. The strategic work led with the departments clearly identifies major strengths on major societal and industrial challenges, in particular: Aeronautics, space and new mobility, Health and precision medicine, Agriculture, food and environment, Energy, climate and transition to a sustainable future, Biotechnologies (including genomics), Digital society and artificial intelligence, and New materials.

Other actions will include:

- Strategic funding and development of thematic institutes and cutting-edge facilities, in particular in areas such as those listed above.
- Attract top talents.
- Triggering and encouraging actions with seed funding.
- Developing administrative support on national, European and international calls for projects, scientific outreach, and communication.

### 2.2.2) Teaching excellence

- a) Response

With the State accreditation for 49 master programmes hosting ca. 9,000 students in more than 350 tracks, and 20 doctoral schools hosting ca. 5,500 PhD students (1<sup>st</sup> site in France), **the ComUE effectively acts since 2016**

**as a genuine university** with a rich and attractive teaching offer. This opens the way to a smooth start of the target university in 2020.

Our eight cross-institution teaching departments, supervised by a higher education committee, are in charge of the day-to-day operation and strategic management of the master programmes. Similarly, a doctoral college gathering 20 doctoral schools is in charge of the doctorate. Higher education committee and doctoral college councils meet every month to coordinate and monitor the actions of the faculty, staff and students involved in our educational offer. All committees comprise representatives of the student community, who are thus placed at the heart of decisions:

- common rules and regulations on master and doctorate training and student's assessment, practical decisions about capacity of a Master course, or final decision on granting degrees, are among the many actions for which these committees are responsible, with some being proposed to the Board for final vote. As part of our global quality process, the doctoral college has been certified ISO 9001 since 2015.
- following a yearly review of teaching strategy, two new master programs (Design and International Law) and 50 master tracks have been created or transformed in depth since September 2015. Several doctoral programmes were also created to complete the training of students in soft skills and other competences intended to boost their employability.
- the teaching departments admit their students through a worldwide web application process, that in 2017 received and treated 96,000 applications (44,000 in 2016), 40% of them from foreign countries.
- we have successfully interconnected our information systems and created a data centre that keeps track of ComUE student's curricula from enrolment to degree, in direct interface with the *Imprimerie Nationale* that prints the diplomas. This is a key tool to monitor the implementation of the teaching strategy, and provide statistical data to the State.
- since September 2017, a common learning management system (MoodleRooms) is being installed, with already 5000 users. By 2019, it will be accessible to all students and faculties of the ComUE (up to 80,000 simultaneous logins), changing the education experience.
- an annual quality assessment survey is organized since 2016 on the doctorate, and since 2017 on the master. First results show a good index of satisfaction, improving from 2016 to 2017 for the doctorate.
- an "Equal opportunity" initiative was launched in 2015 to raise awareness of students and staff on disability, social diversity, gender issue.
- on proposition from the doctoral college, the creation of a "Council for ethics and integrity in research" has been decided by the ComUE Board in December 2017, with the mission to train students and support researchers on the subject and prevent misbehaviours.

**Educational innovation** has been made a priority. A mission launched in 2015 gathers faculties and staff from all ComUE Member institutions. It has funded and monitored more than 100 projects, and organizes a yearly educational innovation day that attracts over 200 participants. The mission regularly invites foreign speakers, and last November organized a working trip to Montreal for a cross-institution group of 14 faculties. Amongst new actions, one can list the effort to develop e-learning (LMS project, participation to the FUN-MOOC platform), a strong support to the Institut Villebon-Charpak IDEFI project – a key laboratory on educational innovation – and a project RAIVE in answer to the PIA3 2017 call *Nouveaux cursus universitaires* (NCU), proposing an in-depth reform of undergraduate curricula, unfortunately not selected (cf. Appendix 4).

Finally, the missions and detailed design of our **Learning Center** have been finalized, and the construction group, headed by the architectural firms Beaudouin Architectes and MGM Arquitectos, has been mandated. The project received in 2017 the Spanish Prize for Architecture. This new tool, delivered in 2020, will be a hub for Research, Education, and Innovation, and a link between science and society, offering digital and physical services to students, researchers, and citizens. It will contribute to the promotion of Université Paris-Saclay identity and be a precursor to the integration of other support services. Activities have already started, for instance with Master classes on how to write a publication organized on December 6-7 with editors from the *Nature* group, or the creation in early 2017 of a unit specialized in bibliometric data, to support the research departments.



- b) Additional information

As part of the five-year evaluation of HE&R institutions by the « *Haut conseil de l'évaluation de la recherche et de l'enseignement supérieur* » (HCERES), a self-assessment report of ComUE's educational offer will be submitted by September 2018, followed early 2019 by the demand for a new

accreditation. At Master and Doctorate levels it will be based on today's offer, corrected for the new strategy and perimeter of the target university, but it will also cover the undergraduate level where the major transformation will occur.

The students of the target university, including the three universities, are divided into three levels: 37 500 undergraduate students (including 1<sup>st</sup> year in *grandes écoles*), 25 500 Master and *grandes écoles* students, and 4600 PhD students. At the undergraduate level, we have the public mission of welcoming a growing and very diverse student population with high school degrees into higher education. To reconcile this mission with our aim to be a world-class research-intensive institution ranked in the top 20 of universities, we propose the following approach:

- develop a selective curriculum delivering Université Paris-Saclay undergraduate diplomas to students motivated to follow long studies, and aiming at international attractiveness;
- create a "*Paris-Saclay undergraduate school*" with a primary target of local undergraduate education. This undergraduate school will be structured as an internal school of the target university, operated by its staff and faculty, but will have its own legal personality and deliver undergraduate diplomas under its own brand. It will admit students within standard admission rules currently being decided.

Both curricula will propose an individualized learning experience and share the educational innovations to be developed at University level, but the undergraduate school will provide enhanced tutoring and adaptation to the students' specific needs, as was for instance proposed in the 2017 RAIVE NCU project that will be improved and resubmitted (cf. Appendix 4).

### 2.2.3) Innovation

- a) Response

The figures of patent applications and start-up creations were underestimated in the 2015 IDEX report. A new count leads to about 200 start-ups created and 350 patents filed each year. Whatever the absolute values of these figures, the main objective of UPSaclay innovation strategy has not been simply to increase them, but rather to optimize the technology transfer (TT) chain in order to valorise patent applications through licensing and start-ups/SMEs which will raise funds and grow.

Following this objective, the TT chain presented two years ago (entrepreneurship training, pre-maturation/proof of concept, maturation, incubation...) has been since enriched with:

- The "Paris-Saclay Seed Fund" which started its operation in early 2017: With a first closing of 50 M€, this is the first investment fund set up by

a university in France. Dedicated to funding high-potential start-ups involving students, young graduates or staff scientists from UPSaclay, it has already finalised 10 investments.

- The "[Plug in labs-Université Paris-Saclay](#)" web portal launched in September 2017. This digital platform based on an expert system enables the rapid identification of UPSaclay scientific resources (labs, platforms) corresponding to the interests of companies (especially SMEs) or other potential partners.
- "Tech Meetings by Université Paris-Saclay" are organised quarterly between UPSaclay labs and SMEs from all over France, focussed on a specific economic issue and mutualizing industrial contacts on a large scale. The efficiency of this face-to-face networking system relies on prior qualification of the labs and SMEs and personalised introductions to match supply with demand and create connections that will lead to partnerships. Three editions have already taken place, resulting in 90 meetings organised and 32 follow-up actions planned.

Several indicators, derived from data collected from other SATTs and from the C.U.R.I.E. network of TTOs in French universities and NROs, demonstrate that UPSaclay TT chain is highly efficient:

Indicator definition	C.U.R.I.E. Network	Other SATTs	UPSAclay ComUE
% of patent applications transferred through licencing or research agreement		23%	32%
% of patent applications leading to a start-up creation	10%	7%	16%
% of POC projects leading to a licence or research agreement with a company		28%	43%
% of POC projects leading to a start-up creation	15%	8%	21%

- b) Additional information

The "Paris-Saclay Design Center" planned two years ago opened early December 2017 in fully renovated premises within the CEA NanoInnov building. Headed by a world-recognized specialist of industrial design, and managed daily by staff of three people hired by the ComUE, the so-called [Design Spot](#) has launched its first activities with the aim to become an open gate for UPSaclay laboratories towards the Design community, as well as a resource centre for teaching and innovation partnerships with companies.

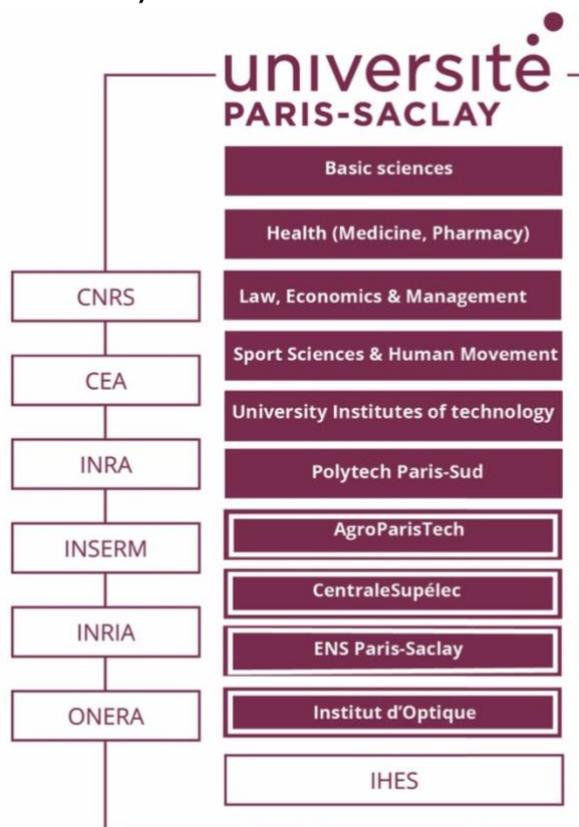
2.2.4) Target university

a) Response

**The target University: creation, constituent institutions, timeline**

UPSaclay 2020 will be created on January 1<sup>st</sup>, 2020. It will be a public university, with an experimental statute, formed by:

- the internal structures<sup>7</sup> of Université Paris-Sud, which will become **"Faculties"** of UPSaclay 2020 (Université Paris-Sud itself ceasing to exist);
- four *grandes écoles* (CentraleSupélec, ENS Paris-Saclay, IOGS, AgroParisTech), which will keep their legal personality, but with an amendment of their statutes which will mention they become **"Schools"** of UPSaclay 2020<sup>8</sup>;
- IHES, which has decided to integrate the target university as a whole. However, being a research institute, it will continue to participate in the governance and actions of the target university with the other NROs.



Faculties, Schools, and IHES will be hereafter referred to as **"Parties"** to the target university.

National research organizations (CNRS, CEA, INRA, Inserm, Inria, ONERA) will be strongly integrated into the governance of the target university.

The opposite figure gives a schematic vision of UPSaclay 2020.

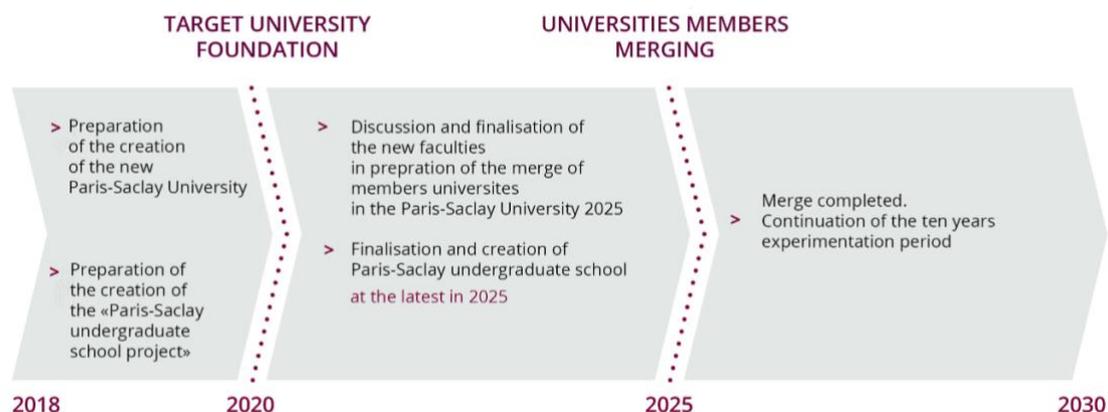
The universities UVSQ and UEVE will merge with Université Paris-Saclay in 2025, after a process that will lead to their reorganization and the creation of the Paris-Saclay undergraduate college. Until then, they will appear as **"Member universities"** of UPSaclay2020, fully associated to its

<sup>7</sup> Faculties of Law, Economics and Management, Faculty of Medicine, Faculty of Pharmacy, UFR of Science, Faculty of Sport Sciences, Polytech Paris-Sud, and the three IUT of Cachan, Sceaux and Orsay.

<sup>8</sup> The *grandes écoles* having parts outside Paris-Région will decide whether or not they wish to include those into the target university.

governance and actions but keeping their legal personality and still delivering some undergraduate and Master degrees under their own brand.

The figure below gives a schematic vision of the whole trajectory.



### Governance

UPSaclay 2020 will be a large institution, hosting about 17,000 staff and 63,000 students in total. Therefore, to ensure both strategic leadership and agile functioning, the governance is designed to distribute responsibilities between central governing bodies on the one hand, and its Parties on the other (see ANNEX 3, 4, 5, and 6 of the Appendix 1 & 2). It relies on five governing bodies described in detail within ANNEX 8 of Appendix 1 & 2:

Board	Defines the strategic plan, votes budget and approves accounts. Elects the University President upon proposition of a search committee.	37 members: 18 elected representatives of students and staff, 18 external members and its President
Steering committee	A Council of Faculties, Schools and NROs, acts as the steering committee and assists the president in the preparation of the Board.	Representatives of Faculties (with Member universities until 2025), Schools, NROs - each category having an equal weight
Academic senate	Represents the academic community	60 to 80 members
Strategic advisory board	Provides strategic advice and recommendations to the Board	External personalities (half of them international)
Technical committee	Provides advice and recommendation to the Board on working conditions	Representation of the staff of the university

Central bodies are in charge of designing the global strategy, and of monitoring its implementation by the Parties. This strategy deals in particular with:

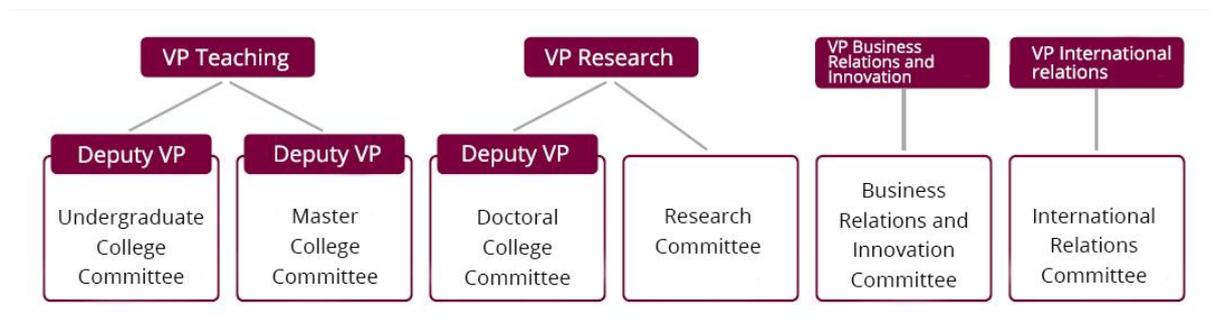
- national degrees of Bachelor, Master and Doctorate;
- research, innovation and industrial partnership with companies;
- international relations with partner universities;
- promotion of the brand and communication.

This strategy is detailed in a five-yearly multiannual agreement with the Government, which includes a specific chapter for each of those institutions which depend on the ministry of HER&I. Institutions depending on other ministries will refer, within their own multiannual agreement with the Government, to the global strategy of the University and the articulation of their own strategy within it.

The implementation of the global strategy is enabled by two main instruments:

- Centrally managed funds (including IDEX) dedicated to cross-cutting actions;
- The leadership of collective processes to allocate resources, and notably:
  - the budget of Faculties and Schools, which is defined by an annual dialogue between central bodies and the Parties (cf. §3),
  - human resources, through a strategy defined and implemented jointly by the University - with its Parties - and the NROs.

The overall discussion regarding strategy and implementation is structured, prepared and organised topic by topic by vice-presidents, each of them relying on specific committees as shown in figure below.



• b) Additional information

Actions to support the creation of a feeling of belonging are listed in next paragraph.

### 2.2.5) Campus and student life

- a) Response

In order to assess the quality of student life and the campus, including the sense of belonging, we developed two arrays of key performance indicators and monitored their evolution over the last two years.

- **Indicators for the quality of the campus**

- Accommodation capacity in shared student residences on the new campus: 2016: 330 rooms; 2017: 1,590 rooms
- Seats in shared university restaurants on the new campus: 2016: 1,000 in 1 restaurant; 2017: 3,000 in 3 restaurants
- Number of students using library services from another institution: 2015: 150 in 3 libraries; 2017: 5,000 students in 33 libraries
- E-resources available through UPSaclay e-library: 2015: 0; 2017: 13,900
- Physical and e-resources available on the campus through the discovery tool "[Focus](#)": 2015: 0; 2017: 100 million (articles, books, e-books, journals...)
- New shared sport equipment: 2016: 2 basketball courts, 1 weight room, 1 dance hall; 2018: 2 football pitches, 1 sports hall, 1 weight room, 1 climbing wall, 1 dance hall

- **Indicators for students' commitment to the project**

- Number of students taking part in the welcome sessions of Paris-Saclay Masters: 2016: 730 from 7 institutions; 2017: 935 from 12 institutions
- Number of shared events organized by students with IDEX funding: 2015: 9 involving 10 institutions; 2017: 17 involving 14 institutions.
- Outdoor Music Université Paris-Saclay Festival co-organized by students from several institutions: 2016: 950 participants from 7 institutions; 2017: 1,500 participants from 10 institutions

- b) Additional information

A digital tool on the [e-international welcome office](#) page of our website has been developed to help international students and researchers to prepare their move and allow them to settle as soon as they arrive in France (residence and work permit, health coverage, accommodation...). And a multiservice international welcome office has been implemented within the *Sous-Préfecture of Palaiseau* for all administrative procedures.

### 2.2.6) International visibility

- a) Response

The two annual IDEX Excellence Master's Scholarship programs (with 160 incoming and 100 outgoing scholarships), pinpointed in the panel

assessment as a particularly low level of mobility, do not reflect the overall student international mobility in UPSaclay, even if they are currently the largest university scholarship initiative in France. A more global and truthful picture of UPSaclay teaching attractiveness is given e.g. by the 42% international students admitted in the mutualised Masters for the current academic year (vs. 37% last year).

This positive dynamic of international recognition (see below for other indicators) is the result of a thorough work conducted over the last two years by our International Relations Department in close interaction with representatives of member institutions. This collective work aimed at building and implementing a global UPSaclay international strategy, based on our first shared assets: mutualised degrees and research excellence. To become more efficient in our collective actions, a set of common targets (e.g. priority countries and partners), tools (e.g. agreement templates, itemized guides for EU projects applicants, ERASMUS Chart 2017, promotional documents...), and methods (e.g. procedures for coordination of business trips and delegation protocol) have been established and the UPSaclay Board officially delegated the President with powers to sign MOUs and double-degree agreements.

The results of this collective mobilisation are already measurable:

- Since 2016, numerous business trips in various formats (UPSaclay President; collective and coordinated by UPSaclay; member institution on behalf of UPSaclay): Australia, Chile, China, Iran, Japan, Mexico, Singapore, South-Korea, Taiwan, USA...
- 30 agreements signed since 2015 with major partners (Peking U., Tsinghua U., Osaka U., Technion, Singapore NUS and NTU, Queensland U., Freie U. Berlin...).
- Thanks to these, development of Master and PhD double-degrees: 400 of our 5500 PhD students are under international *cotutelle*, the ComUE being 1<sup>st</sup> French site for this form of cooperation.
- Since 2017, participation to international fairs and conferences such as APAIE, NAFSA, EAIE, and MIT Career Fair.
- Growing number of international delegations visiting UPSaclay: 15 in 2015, 26 in 2016, 42 in 2017, many from other ecosystems: Bavaria, Gyeonggi (S. Korea), Skolkovo (Russia), Silicon Valley, Tsukuba...
- Confirmation of UPSaclay leadership for ERC grants in France with 160 laureates (3<sup>rd</sup> position in Europe behind Oxford and Cambridge).

- b) Additional information

This continued integration of the international policy since 2016 paved the way towards the constitution of a shared European Projects Office and of a fully-functional Council of International Relations in UPSaclay 2020.

## 2.2.7) HR policy

• a) Response

With a short extension of probationary period, and an important challenge to meet in order to preserve the future of IDEX, there was consensus to maintain a light administration at the ComUE level, and therefore postpone the demand to hire IDEX recruited scientists and students directly through the ComUE. However, the HR policy did drastically change in several ways:

- in 2015-2017 two more outstanding scientists were recruited as IDEX chairs, each with 0.5M€ package, in Maths and Quantitative Economy.
- the Jean d'Alembert chairs program, designed to attract high scope foreign scientists for 6 to 12 months stays distributed on at least two years, is a complete success: through 2016 and S1-2017, upon proposals by the departments 52 laureates from 19 countries were granted a total of 479 months of stay (overall success rate below 30%).
- the fast development of academic duties of the ComUE in research, training, innovation, international visibility, campus and student life (cf. § above and below) required a rapid increase in the work force coordinating these actions. This was mostly covered through the allocation by the HER&I ministry of 54 new positions. These positions were used to strengthen the ComUE directions directly concerned, but also the direction of information systems that develops the training data centre, and to start foreshadowing some activities of the Learning Center.
- since 2016, PhD student are recruited according to rules and processes common to all doctoral schools, inspired by the EU doctoral chart. From 2018, State subsidized doctoral grants will be pooled within the doctoral college, its council proposing their distribution within the doctoral schools to the steering committee.
- the joint units are a crucial place where strategies and HR policies are aligned between the parent institutions. Research institutes mentioned above are a significant step towards HR policy at a larger scale: new parent institutions are involved, with over 3000 staff concerned. Since 2012, about ten new joint units were created or opened to more founders of the target university, and the project plans a generalization of the joint units between NROs and UPSaclay 2020 and its Parties.

These actions had also a major although indirect impact on each institution's own recruitment policies. On average, each master course (M1 or M2) involves four institutions. **At Master and doctorate levels, the ComUE offer represents respectively 80% and 100% of the cumulated offer by the Member institutions**, and strategy is strongly coordinated by the respective councils of the ComUE. In research, the strategic thinking within the research departments, the LabEx and other PIA project, the selection

of the SRIs, d'Alembert chairs and IDEX chairs, the participation to the monthly meetings of the Research council supervising the departments, etc., also strongly contribute to the alignment or HR strategies if only through transparency.

Thus, without exerting formal constraints, the recruitment profiles within each institution are more and more defined in coherence with and to participate to ComUE coordinated cross-cutting actions.

- b) Additional information

The transparency procedures and annual HR conference that have been decided for the target university will officialise and enhance an already existing trend towards a coherent HR policy (cf. Appendix 1 & 2, ANNEX 7).

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

- a) Response

The elaboration of an explicit strategy regarding partnerships with large companies was hindered by a divergence of vision among member institutions, finally resulting into the recent redefinition of the perimeter of the IDEX project. However, we worked together within the ComUE on a practical case which has been agreed upon: a strategic agreement was signed with PSA in April 2017, defining a framework for future multi-institutional collaborations. This template is the basis of ongoing discussions with other large companies (Nokia, Thalès, Bosch, Orange...)

Based on this first experience and thanks to the simplification of our perimeter, the definition of a global strategy on partnerships will be achieved in the near future. The current weak representation of the external world in the governing bodies of the ComUE (e.g. in the Board: six external members with only three belonging to companies) will be drastically improved in UPSaclay 2020 (18 external members in the Board), thus allowing a much stronger awareness on economic issues and a more explicit strategy of partnership with industry.

- b) Additional information

Most large NROs are already members of the ComUE and they will be founding institutions of UPSaclay 2020, with a strong involvement in its governance. Additional partnerships have been or are currently being established with other NROs (IFPEN, IRSTEA).

### 2.2.9) Governance and project management

- a) Response

On January 1<sup>st</sup>, 2017, the management of the IDEX project was transferred

from the FCS to the ComUE. This was the occasion to reinforce the common identity, and foreshadow the creation of UPSaclay 2020:

- Political decisions were prepared by the Members' Council, and voted by the Board as part of a global strategy of the ComUE;
- A dedicated operational team was in charge of implementing, managing and monitoring IDEX activities and funds, in articulation with IDEX committees chaired by ComUE directors for Research, Transfer, Education, International Relations, and Campus life.

- b) Additional information

A first description of the governance of the target university is provided above in section 2.2.4. Once the target university is created on January 1st, 2020, the ComUE will cease operation and transfer its rights and duties to UPSaclay 2020. The management of the IDEX project will evolve accordingly (voted by the ComUE Board): the IDEX will be transferred to UPSaclay 2020 and managed by a dedicated team working under a VP IDEX, in close interaction with the Steering Committee. This arrangement will ensure both (i) the coherence with the overall strategic objectives of UPSaclay 2020, and (ii) the use of IDEX funds to seed-fund ambitious and disruptive activities. Until then, a dedicated structure will be put in place within the ComUE, representing only the new IDEX consortium, in charge to propose to the ComUE Board the proper use of the IDEX funds to seed-fund the transformation towards the target university.

## 2.3 POWERS AND COMPETENCES

In all the tables describing the "Allocation of competences" (two in this section and one in section 3), the following convention is used to illustrate semi-quantitatively the relative weight (RW) of the 3 or 4 columns (and its evolution) when the competence is only partially transferred: XXXX = 100%; XXX: 70% < RW < 100%; XX: 40% < RW < 70%; X: 15% < RW < 40%; ooo: 5% < RW < 15%; oo: 1% < RW < 5%; o: 0 < RW < 1%; empty: 0%. When appropriate, the main lever of coordination or centralisation is mentioned in parenthesis.

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

Competences	Exercised autonomously by the members of the consortium (leading the IDEX) which should constitute the target university	Coordinated between the members	Transferred to the central governing bodies of the institution foreshadowing the target university
Recruitment of permanent staff	XXX	oo (joint research units)	o (ComUE central staff)
Employment/remuneration of permanent staff	XXX	oo (joint research units)	o (ComUE central staff)
Managing resources	XXX	oo (joint research units)	o (IDEX funding)
Managing research contracts	XXX	oo (joint research units)	
Managing IP	XXX	oo (joint research units)	
Managing partnerships	XXX	oo (joint research units)	
Defining and managing international relations	XXX	oo (joint research units)	
Registering PhD students	XXXX		
Registering Master students	XXXX		
Registering Bachelor students	XXXX		
Managing students	XXXX		

Awarding diplomas	Bachelor: XXXX Master: X		Master: XXX PhD: XXXX
Research policy	XXX	oo (joint research units)	ooo (IDEX tools)
Running doctoral schools			XXXX
Organising and managing initial training activities	Bachelor: XXXX Master: X	Master: XX PhD: XX	Master: XX PhD: XX
Organising and managing life-long learning activities	XXXX		

**Allocation of competences at the end of 2017**

Competences	Still exercised by the member institutions of the IDEX consortium which were meant to create the target university	Kept by the existing institutions when they become component parts of the target university	Coordinated between the members	Transferred to the central governing bodies of the institution foreshadowing the target university
Recruitment of permanent staff	XX		X (joint research units, mutualised Masters and PhD)	oo (ComUE central staff)
Employment/remuneration of permanent staff	XX		X (joint research units, mutualised Masters and PhD)	oo (ComUE central staff)

Managing resources	XX		X (joint research units, mutualised Masters and PhD)	ooo (IDEX and shared facilities construction funding)
Managing research contracts	XXX		ooo (joint research units)	oo (Convergence Institutes, EVAPS)
Managing IP	XXX		ooo (joint research units)	
Managing partnerships	XXX		ooo (joint research units)	oo (PSA strategic agreement)
Defining and managing international relations	XX		X (joint research units, mutualised Masters and PhD)	X (agreements involving mutualised Masters and PhD)
Registering PhD students	XXXX			
Registering Master students	XXXX			
Registering Bachelor students	XXXX			
Managing students	XXX		ooo (mutualised Masters and PhD)	ooo (mutualised Masters and PhD)
Awarding diplomas	Bachelor: XXXX Master: X			Master: XXX PhD: XXXX
Research policy	XX		ooo (joint research units)	X (IDEX tools, funding from Region)
Running doctoral schools				XXXX

Organising and managing initial training activities	Bachelor: XXXX Master: X		Master: XX PhD: XX	Master: XX PhD: XX
Organising and managing life-long learning activities	XXXX			

**Authority and responsibility of the president**

Currently, the President of the ComUE is fully in charge of:

1. the IDEX budget except the LabEx: ca. 19 M€/yr;
2. the contribution of the Members to the operating expenses of the Doctoral schools and College, and to the general budget of the ComUE: ca. 2 M€/yr;
3. the Campus budget for mutualized infrastructures (LC, sport facilities...): ca. 20 M€/yr;
4. the in-kind contribution of the Members, mainly through salaries, to the operation of the mutualized Masters and Doctorate: ca. 100 M€/yr.

The sum of these numbers, ca. 140 M€, represents 14% of the aggregated budgets of the 3 universities, 4 *grandes écoles*, and IHES, committed to create UPSaclay 2020. At the end of the probationary period, this percentage was only 1.5% since the above items 2, 3, and 4 were not yet active.

As illustrated in part 2.2.7, the authority of the president in terms of recruiting staff for all Member institutions is focused on:

1. selection and recruitment of Excellence and Jean d’Alembert chairs;
2. coordination between Member institutions for the recruitments within joint research units;
3. selection process of the PhD students.

Items 2 and 3 have been qualitatively and quantitatively upgraded over the last two years.

**International recognition of target university**

As described in part 2.2.6, the international recognition of UPSaclay is already noticeable through e.g. the rapidly increasing number of Agreements signed with WCU’s, as well as the growing number of high level foreign delegations visiting our campus.

In terms of international rankings, our objective is for Université Paris-Saclay to appear at the highest positions as soon as 2020. The updated projections are excellent (cf. §2), but we are conscious that a serious effort needs to be launched, in particular towards the main ranking agencies, to fully benefit from our assets. Discussions have been started with ARWU, QS

and THE. A major step will be to rapidly build a reputation for the target university, which benefits from that of its founders. For this objective, a wide program of dissemination, outreach and communication - closely coordinated with international visits and exhibitions - is already running to strengthen UPSaclay's international visibility and reputation.

In 2015:

- We wanted to federate 1,000 ambassadors/stakeholders to help us promote a branding approach. We have since organized 10 diploma ceremonies (8 for masters, 2 for Doctorate), have affiliated more than 18,000 students via LinkedIn groups, 40,000 followers via Facebook private groups, and are 1<sup>st</sup> among French ComUEs in the twitter Social Network (over 15,000 regular followers). And students and staff join us by hundreds for our "Open Festival" and annual "Welcome Road" communication trip through the whole Campus.
- We wanted to promote excellence of our research worldwide. We were one of the first founders of the pure player [the.conversations.com](http://the.conversations.com) (millions of views each month) for which our community is the most frequent writer (60 articles each year). With the help of department's representatives, we publish a new corporate revue three time a year: 2000 copies are disseminated worldwide by free subscription (+10% by issue).
- We needed to address quickly and strongly the students communities (and their families) outside of our own academic programs, and to encourage applications to our educational offer. Today our website has more than 200 000 unique visitors per month, a wide audience for a ComUE website. To support this momentum, we have developed an intense international press effort (coordinated to our national press cover): our annual press coverage increased by 50% from 2015 to 2017.

*The communication trajectory will continue to climb, supported by the enthusiasm of academic communities and industrial partners for the new target model of Université Paris-Saclay.*

### **3. PROSPECTIVE VISION**

The target university created in 2020 is outlined in parts 2.1 and 2.2.4. Initially, 3,400 academic and support staff will be directly employed by University Paris-Saclay, 2100 by the 4 schools and IHES. All HR policy will be collectively defined by the central bodies of the university in coordination with the Faculties, Schools and NROs.

Between 2020 and 2025, UVSQ and UEVE will retain their current legal

status and their internal Faculties (as well as their own employees, 1,500 and 900, respectively) but will be functionally integrated:

- Through their contribution to the cross-cutting actions steered by UPSaclay 2020: unified Doctorate (already the case), Masters and Bachelor, global strategy, etc.;
- Through their participation to the governance of the university.

In 2025, UVSQ and UEVE will merge with the University so long as the following critical conditions are fulfilled:

- All educational programmes are fully aligned at both the Undergraduate and Graduate levels;
- The Faculties are slightly redefined, especially to accommodate disciplinary fields which were not present within University Paris-Sud and the Schools (no more than one or two new Faculties).
- The Paris-Saclay undergraduate school has been created as an internal structure of UPSaclay.

Thus, by 2025, the staff within the Faculties and the central services will increase to 5,800, that is 73% of the total staff within the institutional perimeter.

For the intensive curricula of UPSaclay, the university will apply its own selective recruitment policy and will deliver internationally visible UPSaclay degrees. One can roughly estimate that, on the basis of the current fluxes through the *Licence générale*, *Licence professionnelle*, and *DUT* of the three universities (UPSud, UVSQ, UEVE), ca. 20,000 students will be enrolled in the Paris-Saclay undergraduate school, while ca. 10000 students will join the intensive undergraduate curricula of UPSaclay.

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

The relative weights of the columns are estimated for 2020 and 2025:

\*: from the budget or staff within the Schools and Member universities, on one hand, and within the Faculties, on the other hand.

⌘: from the current fluxes of students or the planned degrees accreditations for degrees.

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 *		2020: X 2025: X	2020: XX 2025: XXX
Employment/remuneration of permanent staff *		2020: X 2025: X	2020: XX 2025: XXX
Managing resources *		2020: XX 2025: X	2020: XX 2025: XXX
Managing research contracts *		2020: XX 2025: X	2020: XX 2025: XXX
Managing IP *		2020: XX 2025: X	2020: XX 2025: XXX
Managing partnerships *		2020: XX 2025: X	2020: XX 2025: XXX
Defining and managing international relations *		2020: XX 2025: X	2020: XX 2025: XXX
Registering PhD students ✕			2020: XXXX
Registering Master students ✕		2020: X	2020: XXX 2025: XXXX
Registering Bachelor students ✕		2020: XX	2020: XX 2025: XXX
Managing students ✕		2020: XX 2025: X	2020: XX 2025: XXX
Awarding diplomas ✕		2020: Bachelor: XX Master: X	2020: Bachelor: XX Master: XXX PhD: XXX 2025: B+M+PhD: XXXX

Research policy			2020: XXXX
Running doctoral schools ✕			2020: XXXX
Organising lessons and educational activities ✕		2020: Bachelor: XX Master: X	2020: Bachelor: XX Master: XXX PhD: XXX 2025: B+M+PhD: XXXX
Organising and managing life-long learning activities *		2020: XX 2025: X	2020: XX 2025: XXX

**Authority and responsibility of the president**

The design of UPSaclay enables the budgetary autonomy of the Schools which keep their legal personality, with a strong strategic alignment of their activities located into the University, for which the President of the University is responsible. Two main levers will enable this strategic alignment:

- The annual dialogue between central bodies and Schools for the budget: Principle of transparency, annual orientation given by the president, capacity of auditing Schools’ budgets for their compliance with UPSaclay global strategy, capacity of suspending IDEX benefit if disagreement;
- The UPSaclay HR policy and collective process: HR Charter defining common best practices for recruitment and management, HR annual conference for translating UPSaclay strategic goals into coherent recruitments among the Parties and NRO’s.

By 2020, the President of the ComUE will be directly in charge of:

1. the budget of the central services (including the IDEX budget) and of the Faculties of UPSaclay 2020: ca. 450 M€/yr;
2. the in-kind contribution of the Schools and member universities, mainly through salaries, to the operation of the mutualized Bachelors, Masters and Doctorate: ca. 60 M€/yr.

The sum of these figures, ca. 510 M€, represents 51% of the aggregated budget of UPSaclay 2020 (including the two member universities). By 2025, after the full merger of the three universities, this percentage will reach ca. 75%. In the same spirit, by referring to the figures of the direct employees given at the beginning of this section, the president of UPSaclay 2020 will be fully in charge of 62% of the recruitments performed within the Schools, Faculties, and IHES. This percentage will reach 73% by 2025, after the full merger of the three universities.

**Forward vision**

Type of commitment	Description of the indicator	Target	Execution date
	UPSaclay 2020 detailed project	Project launching	Feb. 2018
	Paris-Saclay undergraduate school	Detailed description	Jul. 2018, in line with the results of the NCU Call phase 2
	Training strategy / proposal for new B-M-PhD offer	Report to HCERES	Sept. 2018
	Graduate Schools and Divisions	Detailed description and application to 2 <sup>nd</sup> "EUR" Call	Oct.-Dec. 2018
	Final statutes of UPSaclay 2020	Transmission to Ministries	Dec. 2018
	Research and innovation strategy	Report to HCERES	Jan. 2019
	Creation of UPSaclay 2020	Publication of creation decree	Dec. 2019
	Accreditation of UPSaclay 2020 for new B-M-PhD offer	Publication of accreditation order	Jul. 2020
	International rankings	ARWU < 20 <sup>th</sup> Leiden < 20 <sup>th</sup> QS < 40 <sup>th</sup>	2020
	Paris-Saclay undergraduate school	Creation	As early as possible and 2025 at the latest, in line with the 2018 NCU project

	Full merger of 3 universities – Step 1	New organisation scheme of Faculties	2022
	Full merger of 3 universities – Step 2	Adapted organisation scheme of central services	2023
	Full merger of 3 universities – Step 3	Transmission of new statutes to Ministries	Before Dec. 2023
	Full merger of 3 universities – Step 3	Publication of creation decree	Before Dec. 2024
	Unified accreditation of UPSaclay for new LMD offer	Publication of accreditation order	Jul. 2025

The effective creation of the full-fledged UPSaclay 2020 (see 2.1, 2.2.4, 2.2.9) requires a rigorous project management during the next two years. The methodological framework has been defined in order to launch the process as soon as the Boards of the higher education institutions have adopted the model of target university.

Currently, at a preliminary design stage, 20 work packages (WP's) have been identified along the main administrative and functional missions, the project team is being established, and the strategic governance has been defined, based on the prefiguration of UPSaclay 2020 Steering Committee. The project organisation will be fully operational in February 2018. Besides evident academic objectives (training strategy / proposal for new B-M-PhD offer, research and innovation strategy) that will be also part of the evaluation process of the French HCERES<sup>9</sup>, several other major milestones and deliverables are already identified.

Building on the extremely useful action of our research and teaching departments, we plan to **realign the current departments and écoles doctorales into a more readable array of graduate schools and larger divisions** (cf. Appendix 1 & 2, ANNEX 2). The graduate schools correspond to a well-known international standard of academic organisation. They will bring into synergy several mutualized Masters, one or two Doctorate schools, and the supporting laboratories in order to create a coherent and internationally attractive research, training, and innovation

---

<sup>9</sup> The ComUE and most of its members belong to the « vague E » whose evaluation will take place in 2018-2019 in order to prepare the 2020-2025 contract with the French State.

showcase. A dedicated WP is thus devoted to the definition of graduate schools and divisions, with the contribution of the current departments and doctoral schools of the ComUE. It will be finalized by end 2018 in line for the application to the 2<sup>nd</sup> “*Ecoles Universitaires de Recherches*” (EUR) call. By 2020, the new graduate schools (typically 15 to 20) will be implemented with, hopefully, additional funding. This effort will also directly contribute to a global strategy for the University, fully adapted to the new consortium.

In parallel to the definition of graduate schools, the same process will design UPSaclay 2020 divisions. These new structures (typically 4 to 6) will include several graduate schools and will be focussed on the internal cross-cutting dialogue between research communities, supporting the development and implementation of UPSaclay research strategy especially in its interdisciplinary and socio-economic dimensions.

The final **statutes of UPSaclay 2020** will be elaborated on the basis of the deliverables of other WP’s which will define more precisely its internal organisation and operation. This will be achieved during the last quarter of 2018, leaving a full year for the subsequent steps necessary for the publication of the creation decree by the State.

In order to **ensure an immediate and favourable position of UPSaclay 2020 in international rankings**, a third major WP is devoted to the preparation of the relevant conditions: rules for author affiliation, affiliation of Highly Cited Researchers and award winners, etc.

The more precise **design of the Paris-Saclay undergraduate school** is a fourth major endeavour that has to be started immediately in order to have a clear picture of its institutional positioning, internal organisation, and economic model at the creation of UPSaclay 2020. If feasible, this structure will be implemented earlier than 2025 and its operation will be first experimented in the perimeter of the undergraduate curricula originating from UPSud. This will facilitate its complete deployment in 2025, when UVSQ and UEVE merge within the University.

Beyond the creation of UPSaclay 2020, the above project organisation will be adapted to prepare the next steps of evolution and to ensure a precise monitoring of the trajectory of the target university.

The last change is the **merger of the three universities (UPSaclay 2020, UVSQ, UEVE) in 2025**. This large-scale transformation must be prepared in several steps. Beyond the redefinition of the Faculties, this implies a new organization for the central services of the University. These evolutions will be engineered in tight connection with management, staff and students’ representatives, in order to ensure: (i) readability of the academic organisation (avoiding duplication of Faculties); (i) rationalisation

of support services; (iii) geographical proximity of classes and administration to students; (iv) positive impact on staff work conditions.