

“Excellence Perimeter”, the relevancy of the research themes to achieving the goals of the research strategy of university, and a selection of the best projects within the scientific domain of each collegium.

Once the number and profile of chairs and post-docs is fixed, an international call will be issued and candidates will be selected based on reports by international experts and a defence of pre-selected researchers in an open seminar. A fast-track process will be exceptionally used to allow reactivity for retaining a promising talent or recruiting someone in a climate of particularly strong competition.

3.2.3. AN INTERNATIONAL PHD PROGRAM OF EXCELLENCE

Concept and purpose - The ambition of the University of Strasbourg is to bring its PhD education programs to the very best international level. This challenge is twofold as it encompasses the necessity to attract the best PhD candidates in an increasingly globalised academic market, and to provide all its PhD candidates with the best learning environment and working conditions, in order to facilitate their integration in the national and global academic environment and their smooth access to the job market.

The “International PhD Program of excellence” is meant both to attract excellent foreign students in all the fields of research to the University of Strasbourg and to provide them with the necessary support to become part of the international research community. It is composed of an International PhD Fund and a PhD Support Fund.

International PhD Fund - The International PhD program first includes 40 PhD fellowships to be advertised for selected PhD projects originating from faculty members. Among these, a pool of fellowships will be reserved for the PhD projects proposed either by the Chairs and fellows of the Strasbourg Institute for Advanced Studies or to support of the installation of new faculty at the university, especially “red carpet” Chairs.

Conditions of application – the selected PhD projects must be part of a wider research project within the university supported by a faculty member acting as sponsor and supervisor, so as to ensure a dedicated and continuous supervision of the PhD candidate, an environment conducive to teamwork and a maximum added value for both the PhD candidate and the hosting research team.

Selection process – The pre-selected candidates will be invited to Strasbourg for an interview before an *ad hoc* formation of the Scientific Council (a panel of recognised national and international scientists). Alternatively video-conference interviews will be proposed for candidates who cannot afford the travel. The Scientific Council will select the students with the best credentials and potential to carry out the selected projects.

Even though no specific national quotas will be set, so as to keep the selection of PhD candidates focused on academic excellence only, the University will strive to attract a significant number of German applicants with its International PhD Program. This will be achieved through a particular effort to advertise the program in German reviews and

universities and by mobilising existing cooperation frameworks with German Graduate Schools, such as joint PhD programs.

Working conditions - The selected PhD students will have priority access to the “European Doctoral College”, which will provide them with supporting facilities such as a priority access to affordable accommodation.

PhD Support Fund - The International PhD program also encompasses a PhD Support Fund for the internationalization of PhD students in Strasbourg, providing both research funding to selected students and support to joint PhD Programs developed by faculty members with foreign universities.

Research funding for PhD students will to cover the costs of field work as well as research stays in universities and participation in conferences abroad. All PhD students benefitting from this fund will be expected to contribute to the organisation of a workshop once during their PhD. This initiative is meant to favour collective work and international contacts useful for obtaining a post-doctoral position and to improve access to the international job market.

Funding joint PhD Programs will boost the development of joint PhD programs with foreign universities. Extra grants will be launched for such projects in order to cover travel costs for supervisors and PhD students. The “European Doctoral College” will also play a role in this measure.

3.3. STRATEGIC PRIORITY N°2 - TRANSCENDING EDUCATION FRONTIERS: EXCELLENCE, INNOVATION AND OUTREACH

Key objectives

- To reinforce the visibility and attractiveness of the degrees offered by the university at Bachelor, Master and PhD levels, notably for high potential students;
- To position the university as a leader in innovation in digital pedagogic practices (developing distance learning and mixing e-learning and on-site training).

Main challenges

- To combine a state-of-the-art disciplinary logic and a job-oriented approach so as to draw the best from both;
- To accelerate and facilitate the implementation of the curriculum blueprint for 2013-2017;
- To simplify the best education structures of the university to increase their visibility and attractiveness.

Instruments

1. Degrees of excellence
2. Schools of excellence with international outreach
3. An Institute for innovation in Higher Education pedagogy

3.3.1. DEGREES OF EXCELLENCE

The objective of the degrees of excellence is to attract and retain the most talented students by offering them top-notch working and learning conditions using the most innovative and flexible pedagogical methods. These courses will be typically pluridisciplinary in nature and/or international (bilingual teaching), where learning will largely occur through doing research.

Several departments have already successfully put into place such specific and demanding curricula which are highly attractive for local, national and international students. Some examples are:

- Double major bachelors in mathematics and physics, law and fine arts ...;
- The degrees preparing for competitive exams in the public sector, for example for secondary school teachers;
- A series of double-diploma programs at Bachelors or Masters level within the framework of the Franco-German University (UFA): for example in Law, Innovation management or in languages and intercultural careers;
- The Erasmus Mundus Masters in Business Law, European literary cultures or European politics.

The curriculum blueprint for 2013-2017 will facilitate the creation of similar degree programs by building on the successful examples and encouraging other disciplines to work in this direction. Such examples could also be adopted in a flexible way to existing degrees, for example by allowing for an accelerated completion of Bachelors degrees (by taking more than 30 ECTS per year) or through double masters programs spanning over 5 semesters.

General principles presiding over the degrees of excellence – The University of Strasbourg will use the “Initiative d’excellence” framework to promote such programs which will benefit from a “Degree of excellence” label.

To obtain the Degree of excellence label, departments must build their degree projects around research teams recognized for their excellence. Such degree programs can take several forms, for example:

- International degrees in which half of the coursework is accomplished in a foreign partner university, with a particular emphasis on Franco-German partnerships such as Karlsruhe or Freiburg, eventually with the support of the UFA;
- Double majors at a Bachelor’s or Master’s level (in 5 semesters) placing the emphasis on the complementarity between two disciplines to enrich the learning experience and provide students with a unique set of skills;
- Bachelor degrees with a strong research orientation in order to promote a precocious mastery of scientific methods and practice and thus prepare the brightest students for highly selective Master and PhD programs;
- Reinforce courses and provide innovation in degree courses preparing students for highly competitive professional exams.

The “Degree of excellence” label of the University of Strasbourg will be attributed through a rigorous selection process based on an annual call for proposals. The aim is to incite departments to develop exciting new and innovative degree programs at Bachelor’s and Master’s levels. Funding will cover any additional costs and procedures linked to international aspects as well as other further costs covering reinforced curriculum and innovative practices (estimated at 20% per student on average). An additional envelope accompanying research projects will also be set aside to pay for internships in research teams for students with a reinforced curriculum in scientific research.

Student admissions to these programs will be based on their excellent academic record, their mastery of foreign languages (AbiBac for example) for international degrees and the number of students who can be admitted to these selective programs. Due to the additional costs and the additional workload for faculty, the goal will be to enrol about 5% of Bachelors students and 10% of Masters students in « Degree of excellence » programs by 2016.

Additional support to the degrees of excellence – To ensure the development, visibility and attractivity of these degree programs, the University of Strasbourg will:

- Incite faculty members participating in the elaboration of the curriculum of these degrees to share their experiences and innovative practices and work together to promote their visibility in the academic community;
- Develop a proactive policy of information directed towards outstanding high school students in France, abroad and in local high schools;
- Assist departments in identifying the most talented students from the onset through standardised testing, assistance in analysing school records, the definition of standards ...;
- Rewarding outstanding performance by putting into place an “honour list” for the best students in Bachelors and Masters Degrees.

3.3.2. SCHOOLS OF EXCELLENCE WITH INTERNATIONAL OUTREACH

The objective of the “Schools of excellence” of the University of Strasbourg is to increase the visibility of the highest quality degree courses through an internal certification at the highest international standards. Such schools will need to be simultaneously oriented to training top level professionals, highly internationalised and backed up by top notch research teams. In general they will be positioned at a Masters level, but can integrate degree programs at the Bachelors level and maintain close ties with the Doctoral schools with the ultimate objective being the creation of integrated “Graduate Schools”. In this respect, this instrument targets two types of “Schools of excellence”, according to their specific academic project:

- “Professional Schools”, for Bachelors and Master degrees;
- “Graduate Schools”, which encompass Master and PhD programs.

The University of Strasbourg has departments with strong national and international recognition such as the School of Journalism or the Strasbourg School of Management, which

is today among the top 20 schools of management in France. They could have a vocation to become "Professional Schools".

Other outstanding degree programs could integrate "Graduate Schools" in fields such as Intellectual property, innovation and economics, Religious studies, European politics (the Institute for Political Studies of Strasbourg ranks second among the eight prestigious French IEP's), but also Natural or Engineering sciences, Life Sciences and Health. A reflection is launched on a MD-PhD Program providing a dual medical and scientific degree. Such a program would greatly benefit from the internationally renowned research institutions in Strasbourg, which offer one of the best scientific environment for biomedical and translational research.

Some of these degree courses are double-diploma programs with partner universities in Germany; most are closely linked to LabEx projects and have planned such innovations in Masters and PhD programs.

The creation of these "Schools of excellence" will follow a blueprint set forth by the University of Strasbourg which will define criteria of eligibility and the distinguishing characteristics between "Professional schools" and "Graduate Schools". The labelling of these entities will proceed through a bottom-up approach through calls for proposals directed to the collegiums and departments of the university. Selection will be based on the following criteria:

- Visibility and the existence of a critical mass;
- The attractivity for outstanding students from France and abroad, and in particular Germany;
- The innovative nature of the teaching project and its interdisciplinary orientation;
- Strong links to excellent research teams and an integration of cutting-edge research into curricula;
- Job placement perspectives;
- The articulation to other departments of the university.

The implementation of this call for project will be structured in three phases: 1. strategic prospection by pre-selecting a few preliminary projects, 2. analysis of feasibility and potential, 3. implementation support and long term funding. The university will launch this selection process with the objective of setting up 3 to 5 Schools of excellence by 2015.

Subject to the authorisation by university authorities, departments already well advanced in the creation of a School of excellence will be allowed to implement and communicate on a common label of excellence during this process.

3.3.3. AN INSTITUTE FOR INNOVATION IN HIGHER EDUCATION PEDAGOGY

Purpose and context – The creation of an Institute for innovation in Higher Education pedagogy aims to support the implementation of the curriculum blueprint for 2013-2017 by providing opportunities and support for lecturers to develop their teaching skills.

Instead of applying recycling known methods and relying on traditional roles between lecturers and students, the goal of the Institute will be to develop and disseminate more interactive methods so as to not only transmit codified disciplinary knowledge, but also provide students with learning skills with more general applications. Time spent in classrooms should be increasingly used to prepare students for lifelong learning, and more emphasis should be put on linking theory to practice, to relational learning and improving transversal skills required in today's modern workplace.

The objective is to foster a new culture of teaching and learning which promotes a university less pent up in an "ivory tower" and more open to the outside world. This involves increasing interdisciplinary activities and approaches, often based on solving practical problems. Because knowledge becomes obsolete faster than it used to, lecturers must adapt and constantly acquire new skills, and the proposed Institute will seek to foster this adaptation. It will analyse **the student evaluations of all the university courses**, introduced in 2010, so as to help identify the priorities for quality improvement within the university as a whole.

A mix of approaches and a flexible implementation of teaching techniques will be developed and proposed to faculty by the Institute in order to further learning cultures focusing on collaboration, interdisciplinarity and participation. The Institute will act as a development tool in the long term to gradually change the educational culture within the university and improve the teaching-learning dynamic between students and lecturers. Providing spaces of communication and sharing of best practices, the Institute will provide faculty with new venues to exchange ideas and methods. This initiative should result in breaking the isolation that some lecturers can experience in their teaching activities.

Guidelines for the institute – For teaching and learning to be improved and adapted to the needs of the modern workplace, a proactive approach is required to bring about change. At the same time, this cannot be a top down standardized process, and must rely on collective learning and discussion to bring about a progressive and gradual transformation of mentalities and practice. To achieve this, the Institute for innovation in Higher Education pedagogy will be guided by three main principles:

- **Research** on questions linked to teaching and learning, such as planning curricula, self-assessment, quality evaluation, e-learning or innovation evaluation. Interested faculty could join an interdisciplinary team to work on research projects in these fields or document innovative or best practices to serve as resources for colleagues;
- **Sharing** experiences and resources. Spaces of discussion should be organised to discuss innovative ideas and experiments, to promote team-work and to gather useful resources for teaching and learning;
- **Support** for all lecturers and researchers involved in teaching and willing to develop their pedagogical skills, especially by using IC and multimedia technologies.

The appropriate structure is going to be built bottom-up. Lecturers' needs and questions will be considered as the foundations of the Institute and the first meetings will be aimed at defining training programmes according to their priorities. The structure will be run by a

management committee composed of departments or collegiums representatives, representatives of the Presidency and project coordinators.

The different activities proposed will be varied and adapted to specific needs, both institutional and personal. Seminars, conferences, lectures, working groups, informal discussions as well as research projects and personal support are planned. Particular attention will be given to experiences from abroad, through seminars organised by foreign expert colleagues.

The Institute for innovation in Higher Education pedagogy will be part of the Education collegium. A mixed team of pedagogical and IT experts will be created to be the driving force of the Institute. They will collaborate closely with:

- the university service in charge new technologies usage, for pedagogical questions centred on e-learning and promoting the use of multimedia;
- the "Learning Centre", a new building which will be part of the "Opération Campus" program;
- German universities and particularly those within the EUCOR network.

3.4. STRATEGIC PRIORITY N°3 - BREAKING DOWN FRONTIERS BETWEEN THE ACADEMIC AND ECONOMIC WORLDS

Key objectives

- To help students prepare their access to a fulfilling professional life, whether it be in academia, in administration or the private sector;
- To contribute to improve perceptions in the private and the public sectors as to the value and skills of university graduates;
- To make the university a driving force for economic development and innovation;
- To maintain and reinforce the leading position of the university in continuing education in France.

Main challenges

- To mobilise economic partners through long-term "strategic partnerships" in order to contribute to improving the image of university graduates among private sector employers who have historically preferred graduates of the "grandes écoles";
- To spread best practices developed through the implementation of the "Success for Bachelor students" plan and the initiatives of the departments in terms of guidance and support for students;
- To draw on the experience and the dynamic developed by the Conectus Alsace network and the competitiveness clusters (particularly Alsace Biovalley) in order to set up a regional organisation for research-based economic development.

Instruments

1. Improving the university-to-work transition and job satisfaction
2. A regional integrated organisation for research-based economic development
3. A new model for continuing education

3.4.1. IMPROVING THE UNIVERSITY-TO-WORK TRANSITION AND JOB SATISFACTION

Purpose and context – Preparing students for a successful entry into the workplace in jobs corresponding to their qualifications is one of the central missions of the university and an integral dimension of its role in society and a responsibility to its graduates. Success in this domain is also essential to achieving the mission of the university as a key actor in economic development as well as contributing to its reputation among prospective students.

The University of Strasbourg, conscious of the fact that the transition to the workplace is a long-standing problem area in France, has devised a proactive approach to promote the professional success of its students, most notably with the implementation of the “Success for Bachelors students” plan. Among the policies and programs put into place by the university or several of its departments it is worth mentioning:

- The professional orientation and placement service “Espace Avenir”;
- A policy of active orientation to help each Bachelors student in the development of a professional project;
- The integration of expectations of employers in the elaboration of degree curriculum (e.g. the ETENA project⁶);
- The publication of statistical indicators on job placement by degree by the Regional Observatory for Higher Education and Professional Integration (ORESIPE). This will provide students with information to facilitate their academic orientation and the selection of the most pertinent degree courses for their professional project.

In the framework of the “Initiative d’excellence”, our university will reinforce these programs in an ambitious policy to support the professional success of our graduates.

Proposal – Beyond the orientation and personalised support that the university provides its students throughout their studies, the successful integration into an increasingly demanding job market will also require proactive measures to improve the perceptions of employers about the value of university degrees and the sets of skills which university graduates bring to any employer. The university and its different departments already cultivate close relationships with employers on a local, national and international level. By building on these relationships, an important mission of the University will consist in convincing employers of the added value and quality of university degree courses, from Bachelors level through to PhD’s, by developing the following projects:

- **To create improvement committees involving professionals from the private and public sectors for all Bachelor and Master degrees** as well as for certificates delivered by the university in information systems and foreign languages (C2i, CLES). This will allow the university to better tailor training and curriculum to the requirements of the job market and facilitate the integration of professionals in the academic staff wherever relevant;

⁶ ETENA is a project put into place in Alsace by the the actors of professional training and innovation to promote and generalize entrepreneurship in degree courses.

- **To generalise job fairs at the university** in all the departments and/or collegiums, with a specific focus on alumni participation (network building events with students, employers, alumni ...);
- **To regularly organize highly visible conferences on themes pertaining to relations between universities and private firms**, with presentations, debates and pannels involving academic staff and guests from the economic sector. Each conference will focus on a dimension of these relations: technology transfer, professional recognition of the PhD degree, research and development in the private sector, economic impact of higher education and research, etc.;
- **To set up a certificate for professional skills acquired by the students in the course of their studies and in their professional life beyond their disciplinary specialisation.** This system will help students to prepare their professional project throughout their course of study and contribute to making the potential contributions of university graduates more visible to employers (job experience, interpersonal skills, communication skills, adaptability). This policy will complete a national frame of reference promoting the professional skills of university graduates.

Evaluation of costs – These commitments require a concerted effort of outreach towards economic actors and will therefore necessitate an increase in human resources and general expenditures in order to:

- Increase the capacity of departments and collegiums to interact with employers, which will be put into practice through the hiring of an expert in relations with German employers (identifying job fairs, key partners, intensifying exchanges with Franco-German business associations...);
- Increase the capacity of the central administrative services in their support and expertise functions for departments and collegiums.

3.4.2. A REGIONAL INTEGRATED ORGANISATION FOR RESEARCH-BASED ECONOMIC DEVELOPMENT

The integrated organisation for research-based economic development in Alsace intends to bring together technology transfer, incubation, competitiveness clusters and technical centres under a single strategic process, thus providing the University of Strasbourg, as well as regional and local authorities with a shared and performing tool for stimulating research-based economic development in Alsace and beyond. By devising a common strategy, pooling resources and serving as a one-stop-shop for industrial actors, it is meant to develop a limited number of large, transversal and ambitious research-based innovation projects, having a durable structuring role for the economic basin.

Context – Regional structures for research-based economic development are essential elements of competitiveness in the knowledge-based economy. In France, some structures derive from the local implementation of State-run programs, such as competitiveness clusters, while others stem from local and regional initiatives (Technological transfer centres, industrial clusters ...). The unintended result is a highly fragmented and complicated

environment for research-based economic development. This results in important challenges for both regional policy makers and the university, in developing and implementing a coherent policy at the regional level, and provides industrial actors with limited visibility.

In this context, the Alsace region is however a reference in France as it has achieved a remarkable level of integration within its innovation ecosystem thanks to a strong collaboration between local actors and regional government.

Instrument – The University of Strasbourg and its partners intend to build on these positive results by establishing a coherent and consolidated organisation for the actors in Alsace involved in the value chain of research-based economic development. The project is meant to draw on the high level of cooperation already in place to take an important step forward and federate all local actors within a common organisation conceived as:

- A “strategic consortium” ensuring a coherent strategy and the concentration of available funds for research-based economic development on a limited number of promising, large, structuring and collaborative projects. By integrating the University of Strasbourg and its partners, regional government and industry representatives in its governance, this consortium will provide Alsace with a modern tool for piloting research-based economic development policies well integrated in the “Regional Innovation Strategy”;
- A pool of shared resources for support functions guaranteeing an efficient use of public and private investment, by pooling support functions: economic intelligence, legal expertise, financial management, communication, IS, project follow-up ...;
- A one-stop-shop offering a unique, dedicated and visible contact point to economic actors implicated in public-research related innovation.

The project aims at increasing the quantity (achieving more) and quality (performing more efficiently) of local and national research-based innovation projects by consolidating existing - and considerable - financial resources of participating actors (over 5 M€ in annual operating budgets, funded primarily by regional government and local authorities). The essential missions will consist in identifying, launching and developing a limited number of large structuring projects similar to those successfully implemented by the competitiveness cluster Alsace Biovalley. The first projects already identified are centred on Life Sciences and Health, with others in the pipes in other industries such as energy, Information systems or Image processing. The initial projects are:

- a hub for translational medicine, from “bench to bed”: this program is based on a molecular imaging centre (about 60 M€ investment) currently developed through a consortium uniting the university along with the University Hospital, Alsace Biovalley and leading private partners such as GE HealthCare, Roche and Novartis. The program capitalises on the excellence of research in Biology, Chemistry and Physics at the university and aims at enlarging the gateway for public research capabilities in industry, to contribute to shaping and managing regulatory preclinical and clinical research programs;

- the TechMed Campus is a project supported by the City of Strasbourg. Deployed over 2 acres of brown-site land within the perimeter of the University Hospital, the Campus will be ideally located in downtown Strasbourg, beside the site of the IHU project. It will provide industries and academics with platforms dedicated to the development, prototyping and testing of innovations in the field of minimally invasive surgery, biomaterials and implants.

For a first phase of deployment key structures have already shown interest in joining the project:

- the SATT Alsace for contracts, proof of concept, intellectual property, licensing, research-based training;
- the regional start-up incubator SEMIA;
- competitiveness clusters and major industrial actors or regional company clusters;
- technology transfer and pre-industrialization centres.

Planning – This project requires a strong long term commitment and gradual implementation involving:

- joint workshops on the definition of a common strategy and the identification of strategic projects;
- legal expertise to identify the most appropriate legal form and governance structures;
- gradual integration of support functions beginning with economic intelligence, legal expertise, communication, moving on to financial management, project follow-up.

The first innovation projects as well as the first pooling of support functions are expected to be launched by early 2013. Up to five large scale innovation projects are foreseen in the first ten years of existence.

3.4.3. A NEW MODEL FOR CONTINUING EDUCATION

Purpose and context – The legal, social and technological context of continuing education has undergone sweeping changes over the last few years in France. With their interdisciplinary capacity and their research focus, universities are well positioned to play an increasing role as innovative actors in this field. The University of Strasbourg intends to draw on its leading position in the market of continuing education to promote a new model and bring closer the academic world and the public and private sectors at the national and international levels.

Proposition – The new model for continuing education currently being elaborated by the University of Strasbourg seeks to meet increasing social expectations and fully exploit the new legal means and structures made possible by recent reforms. It relies on short, qualifying and flexible training modules, which will allow students to flexibly accumulate new skills over time. Certification will be registered on a "**Pass'Compétences**", leading to a full-fledged university degree if necessary criteria are met (see paragraph below). It will also rely on state-of-the-art information technologies such as e-learning platforms and **blended learning** facilities with adapted working spaces.

In contrast to the character of formal lecture halls and classrooms, modern learning space design seeks to provide free will of access and interaction with peers. From a physical point of observation, these places are increasingly conceived as comfortable, flexible spaces in which groups can act together and team up. Successful integration of technology and physical design into these kinds of spaces requires an understanding of emerging technology interfaces and new aim approaches.

The Pass'Compétences is a document specifying the required training modules for the obtention of a degree. The courses will be structured in short training modules covering specific know-hows, equivalent to a certain number of credits as in more traditional degree courses. The students will thereby be able to register either for a whole degree or only for a few training modules, but maintain the possibility to complete their degree later on with additional coursework or a validation of professional experience.

The Pass'Compétences will ensure the flexibility of continuing education courses, thereby meeting the needs of people unable to go to university full-time. This will facilitate the management of now mandatory job-training requirements by employers and optimize the continuing education business model of the University of Strasbourg.

This new model for continuing education will be set up over the two next years in close association with departments and services within the university and its public and private partners.

3.5. STRATEGIC PRIORITY N°4 - GOING BEYOND FRONTIERS BETWEEN SCIENCES, ARTS AND SOCIETY

Key objectives

- To develop the international attractiveness of the university by improving the quality of life on the campus and the visibility of its cultural activities;
- To make the university a socio-political actor involved in diffusing scientific culture as well as contributing to European public debates.

Main challenges

The University of Strasbourg has one of the highest proportions of foreign students among French universities, which is both an asset and a responsibility in terms of social and cultural integration. The university has the ambition to develop its international attractiveness as well as its capacity to integrate foreign students in campus life by building on its key assets:

- **A geographic location at the heart of Europe** – The location of Strasbourg at the Franco-German border, close to Switzerland but also to Luxembourg, Belgium, the Netherlands, Austria and Italy, is a major asset which the university will seek to fully exploit by intensifying relationships with neighbouring universities and to position itself as an international centre of student cultural exchanges;
- **An urban campus in the heart of the city** – The University of Strasbourg, whose community represents nearly 10% of the population of the greater Strasbourg area, is

an essential component of the city and the region as a whole. Its location in the vibrant city centre is also a major asset for its national and international attractiveness. In this context, the university has both a responsibility and a strong interest to develop its relations with its partners in the city environment.

3.5.1. A SOCIO-CULTURAL INTERVENTION FUND

The reinforcement of attractiveness by promoting highly visible cultural and social activities is built around three principles:

- To empower students as actors of the social and cultural life of the university. Specific attention will be paid to the integration of foreign students in an effort to harness the richness and talents of a such a diverse student body as a means to improve the quality of life on campus;
- To enhance the role of alumni in the socio-cultural animation of the campus. Through their networking potential, alumni can contribute to events and strengthen the influence and the development of the university, particularly through their involvement in the Foundation of University of Strasbourg;
- To strengthen the social and cultural visibility and attractiveness of the university at the international level, in keeping with its long-standing humanist tradition and European identity.

The University of Strasbourg will create a socio-cultural intervention fund to support specific actions with international visibility and outreach such as major student creations in the field of the performing arts, an international Artist-in-residence program, an annual international student Festival and regular thematic conferences on issues pertaining to the European political agenda. This Fund will rely on a systematic matching funds approach with the university's public and private partners, such as local authorities and cultural institutions.

A support for a few major student creations in the field of performing arts (concerts, theater, dance and/or public performances...) with a view to contribute to the cultural life both on the campus and at the regional, national and international levels, as each selected project will be expected to prepare an ambitious, possibly European, tour program. Collaborations with professional artists and local cultural institutions (Strasbourg schools of arts, Théâtre National de Strasbourg, Opéra du Rhin...) will also be a prerequisite for funding.

An international Artist-in-residence program – International artists from all artistic disciplines will be invited for one to three months. They will be provide with facilities and access to the academic staff and students and participate in conferences and interdisciplinary workshops. This program is meant to enhance the access of students to contemporary art creation and innovative forms of expression, and strengthen the existing partnerships between the university and the surrounding cultural actors and institutions. Each residency will be structured around a scientific program around the work of the artist and an artistic program associating students with the creation of a work of art which could be eventually be bestowed to the university.

The University of Strasbourg has already acquired significant experience in this field, for instance with the invitation of Michael Haneke in 2009. Each project will have to demonstrate its artistic ambition as well as its added-value for the university and its students. Collaborations and co-funding by local cultural institutions will also be required, so as to ensure a broader impact and contribute to strengthening local and regional partnerships.

An international festival for student art creations – The university will create an annual week long international event gathering the best European student creations in a specific artistic field. The festival will be based on an international call for projects, and selection will be carried out by a jury composed of internationally recognised artists and local faculty. Several universities in France and in Europe have developed similar projects, and the University of Strasbourg will ensure that its annual project will be complementary and innovative. In 2008 it co-organised the Rhenalia festival the framework of EUCOR, the Franco-German academic network of the upper Rhine region. The Strasbourg project will draw on the experience and the visibility of existing regional festivals such as Ososphère on digital arts, organised every year by La Laiterie/Artefact.

Thematic conferences on issues pertaining to the European political agenda – The University of Strasbourg plans to organise conferences opened to the public around the main debates and scientific controversies of the European political debate (GMOs, nanotechnologies, growth and sustainable development, agricultural practices and policies, economic and monetary policies, the European social agenda, etc...). Held during the monthly plenary sessions of the European Parliament in Strasbourg, their objective is both to contribute to the diffusion of scientific culture and to participate in the development of an informed and critical European public space. The presence in Strasbourg every month of members of the European Parliament as well as journalists from all over Europe and private and NGO actors is a key asset for this project. These conferences could be organised jointly with the European Science Foundation and European media like Arte TV, based in Strasbourg.

3.6. STRATEGIC PRIORITY N°5 - CROSSING A NEW FRONTIER IN UNIVERSITY MANAGEMENT

Key objectives

- To improve the reactive capacity of the university in order be better equipped for increasing national and international competition in teaching and research;
- To secure the replacement of researchers and lecturers as they retire, especially leading scholars with international renown;
- To reinforce the quality of administrative support for researchers, lecturers and students;
- To evaluate the contribution and the impact of university activities on its socio-economic environment and improve the relevance and impact of its response to societal needs, be they educational, cultural or technological.

Main challenges

- To set up a dynamic and differentiated talent management policy attuned to the desires, talents and capacities of each staff member;
- To combat the phenomenon of isolation experienced by some researchers and lecturers by offering improved guidance and support;
- To strengthen synergies between departments, by giving increased responsibilities to the collegiums and/or reduce the number of departments, when justified;
- To simplify the management and administrative processes of the university, by reinforcing management based on the relevance and performance.

Instruments

1. A policy of talent management within the University
2. The “Synergies²” project: management based on relevance and performance

3.6.1. A POLICY OF “TALENT MANAGEMENT” WITHIN THE UNIVERSITY

In a modern university, all faculty members should be allowed to exercise their talents in the different aspects of their profession such as research, innovation in teaching, administrative responsibilities or the dissemination of science or knowledge transfer. The university therefore has a responsibility to implement a dynamic and differentiated management of human resources in order to allow aspirations and talents in particular areas to express themselves. This is integral to maintaining a high level of motivation, job satisfaction and creativity, and therefore an essential ingredient to the vitality of the university. Improvement in this domain, both at the time of hiring and throughout the careers of faculty members will require putting into place a series of new tools and procedures as well as building upon those that are already in use.

Indeed, the university has already put into place a certain number of policies which are part of a proactive management of talents, most notably:

- An ambitious policy of reducing the courseload of newly appointed lecturers (Maîtres de Conférences) to allow them to have time for research and improve the quality of their lectures;
- An evaluation of professional activities by a national disciplinary committee to allocate Scientific Excellence bonuses.

The crucial moment of faculty hiring – Despite some recent reforms in the French system, the legal framework governing recruitment procedure of a lecturer or a professor, his or her professional status and uniform national pay scales, imposes constraints which can hamper reactivity, for example in the case of a position of strategic importance to the university. In order to become more reactive in such cases, two procedures will be mobilised:

- The system of Chairs presented in section 3.2.2 which will be implemented in the perspective of tenure track for Junior Chairs and as a trial period or relay for Senior Chairs before engaging legally defined recruitment procedures for full professorship;

- For the recruitment of full professors at the highest international level an innovative procedure will be put into place to attract the best talents through an international campaign of targeted advertisement of the position, the organisation of seminars where candidates pre-selected by the recruitment commission will present their work and finally, through the possibility to negotiate the working conditions of candidates the university wishes to hire.

Career development of faculty – Our goal is that each faculty member of the university has the best possible chances to attain the highest possible status. This requires putting into place policies which will allow each faculty member to develop his or her talents in a variety of capacities – teaching, research, administrative responsibilities, etc. This will imply more rigorous evaluation, career planning and support, training, and recognising and valuing achievements.

Improved individual evaluation – Recent national reforms have set forth the obligation to evaluate all university faculty every four years at a national level. These procedures will likely begin in the near future but have as yet to be specifically defined. At the level of the university, a group of senior faculty members with extensive experience in evaluation have proposed specific measures tailored to our own needs:

- As the national procedure will likely be centred on research activity, other forms of faculty implication at the university, and above all in teaching will be locally evaluated. The university will put into place an ad hoc structure, with members coming from the existing councils to evaluate such activities based on initial evaluations emanating from departments;
- Until now, evaluation of research activities of individual faculty members is done in a piecemeal way when faculty members apply for “Excellence in science” bonuses. The university would like to put into place a more elaborate and systematic system based on best practices at an international level. As such, if the national evaluation scheme is delayed or never takes shape, the University of Strasbourg will take the initiative to create, alongside other universities with similar objectives, a systematic evaluation system for individual faculty members. The first contacts with other French universities have shown that such a project is feasible.

Career planning and support – This individual evaluation will be a precious source of information to assist a personalised approach to career planning by the Human resources service, particularly at key junctures in academic careers. Among other measures, it is worth mentioning:

- The designation of a “mentor” to guide the successful integration of newly appointed lecturers;
- The preparing phase for an application to habilitations to supervise research (HDR)* and to professorships often requires specific guidance and support. The university will see to it that lecturers obtain their HDR within the average timeframe of their discipline. In case of delay, an interview will be proposed which could lead to a

contractual agreement with the university foreseeing for instance a reduction of courseload to help finalise a HDR thesis or finish a knowledge transfer project;

- For university professors, the key junctures in their careers will be anticipated on the basis of the individual quadriennial assessment and at least one interview will be proposed covering all dimensions of their activity (research, teaching, administrative responsibilities, temporary international mobility ...);
- Particular attention will need to be paid to faculty members who have exercised particularly time consuming responsibilities. Beyond possible sabbatical semesters to help return to a high level of research activity they will be offered individualised support to help them adjust to the new perimeters of their activity.

An innovative training policy –

Training in management – Strong teaching and research competences are not necessarily enough to meet the needs of management responsibilities for collective activities within a modern university. The objective is to professionalise the management of the university at all levels, most notably on finance and human resources management, and to foster the emergence of a common culture of university management. The University of Strasbourg intends in this respect to develop the “management course” it set up in 2009, which targets faculty, administrative staff and students elected to the university governance councils as well as heads of departments and research teams.

Support for pedagogic innovation – The faculty will also be encouraged to participate in the activities of the Institute for innovation in Higher Education pedagogy (see section 3.3.3) to develop new teaching practices and the use of blended learning approaches.

Recognising and rewarding achievement – A dynamic policy of salary supplements will be implemented by the University of Strasbourg. This can be achieved within the civil servant status, but private contractual bases will also be envisaged accompanied with career evolution perspectives.

Simple mechanisms will be proposed to faculty members, at certain critical periods of their career, to focus on research through for instance at least one “sabbatical” semester every six years. More generally, rewarding achievements in research, knowledge transfer, pedagogic innovation and or administrative responsibilities (heads of departments, directors of degree programs or research teams, etc...) will help maintain motivation through a relevant and flexible use of reductions of courseload, salary supplements and symbolic recognition.

This project will be based on a facility fund for talent management covering the costs of salary supplements and courseload reductions without reducing the quantity or the quality of courses offered.

3.6.2. THE “SYNERGIES²” PROJECT: MANAGEMENT BASED ON RELEVANCE AND PERFORMANCE

The “Synergies²” project seeks to reap all possible benefits deriving from the merger of the university in 2009 in order to foster excellence in research and education. It relies on the

implementation of a management policy based on relevance and performance, in order to optimise the allocation of resources in line with its strategic objectives. It is not primarily an instrument to cut costs, but rather seeks to redeploy resources in areas where they produce the greatest positive impact for students and faculty, and make sure that the means are directed to the best initiatives, by simplifying the administrative structure of the university and providing matching funds to support innovative projects.

In a nutshell, the strategy is based on incitement tools by awarding matching funds to reward efforts to promote relevance and performance within the university. This initiative will seek to streamline often cumbersome administrative processes and put into place a regular assessment of the university relevance and performance with regards to societal needs. Its implementation will be progressive and will draw in large part on the initiatives and lessons learned in the framework of the "Investissements d'avenir" projects, notably with the LabEx dynamics.

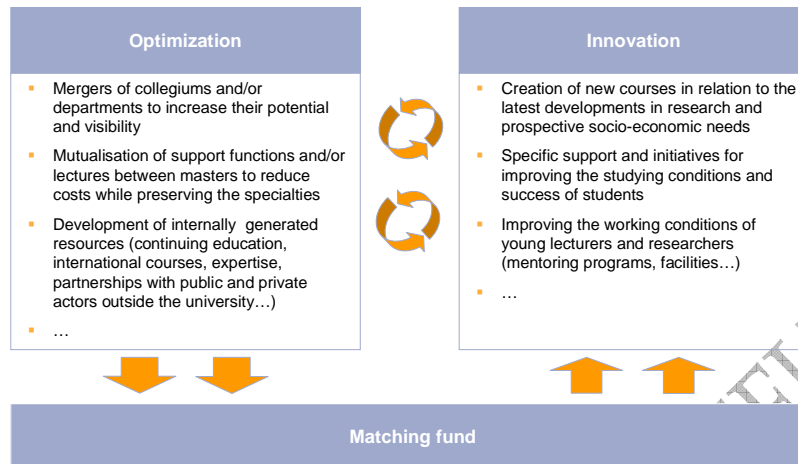
The continuous improvement of the management system will require securing the reliability of the management IS, as outlined in the IS master plan of the university, but also the fine tuning of the internal model for allocating funds and defining long-term objectives and means for all departments and research teams of the university. This continuous effort will lead to a better understanding of the activities and specificities of the departments, based on an evaluation of their relevance and performance, an improved capacity for forward looking strategic planning and the long-term definition of the contributions of each department and research team to the overall objectives of the university.

A matching fund for management based on relevance and performance – This fund is the key element of the "Synergies²" project. It aims at supporting quality management and efficiency. Its philosophy is based on inciting departments and research teams to adhere more closely to the relevance and performance approach, and it will be mobilised in the framework of the management dialogue between the university and its departments.

The University of Strasbourg has already put into place internal incitement tools, most notably to minimize the environmental impact and overhead costs of departments (reprography, heating costs ...). The "Synergies²" project aims at strengthening and extending these tools in order to facilitate the generation of internal resources through savings (by merging and streamlining internal organisations and optimising expenditures), and to support highly innovative initiatives to improve working conditions of staff and faculty members and the overall quality of education.

The structuring projects, for instance those involving a merger of departments or a significant strengthening of a collegium, will take place in a framework defined by the Administration Council of the university. The departments and the collegiums will be entirely responsible for the identification and implementation of mergers or mutualisation projects, as well as the elaboration of innovative initiatives supported by the fund.

The Synergies² project : A permanent effort for relevance and performance within the University of Strasbourg



Complementary actions – In the framework of the “Synergies²” project, the university commits itself to implement complementary actions in order to facilitate the introduction of management by relevance and performance.

Simplification of management processes within the university - A key component of the university relevance and performance management policy is the simplification of administrative processes in accounting, human resources, building management, logistics, tendering and IT. This will help harmonise procedures, reduce transaction costs and develop a common administrative culture within the university based on efficiency.

A regular assessment of the relevance and performance of the university - The university is a central actor in the social, cultural and economic system of a territory – a role which is even more crucial in the context of a knowledge-based economy. A university is indeed a producer of essential public goods, in particular education, culture, science and technology.

In this context, the university regularly assesses its relevance for the contemporary economic and social system. At least two dimensions will be capital:

- the economic “footprint” of the university in the short and medium terms as an economic agent (large employer of high-skilled employees), and as a knowledge developer and diffuser (technology transfer, value creation, start-ups ...);
- the reputation of the university with key external stakeholders (local authorities, population, cultural institutions, economic actors, other academics ...), including the degree of recognition of its activities as legitimate publicly funded activities.

These assessments will be conducted independently for the key missions of the university.

4. GOVERNANCE, ORGANISATION AND MANAGEMENT

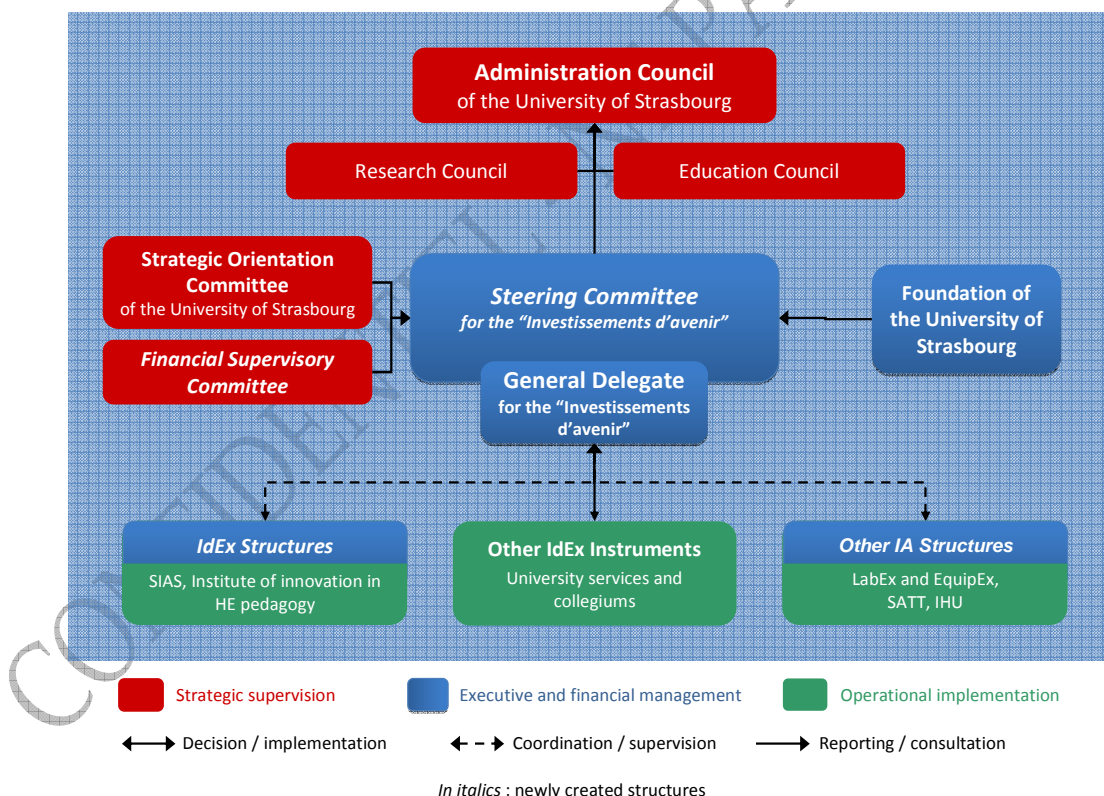
4.1. OBJECTIVES AND GUIDELINES

Governance of the “Initiative d’excellence” in Strasbourg aims to manage, coordinate and evaluate the actions and means of the Initiative as a whole, in line with “Investissements d’avenir” objectives and the university’s strategy. It will ensure equity in the endowment, simplicity and subsidiarity in the application process, significant concentration of funds on the “Excellence Perimeter” and transparency of decisions according to the legal procedures and guidelines in vigour within the university.

4.2. GOVERNANCE ORGANISATION

The governance of the “Initiative d’excellence” in Strasbourg will be structured around a limited number of supervisory and executive bodies. Three governance functions can be distinguished: strategic supervision, management and coordination, operational implementation.

The diagram below gives an overview of governance structures:



Strategic supervision – The strategic supervision of the “Investissements d’avenir”, and in particular the “Initiative d’excellence”, will be ensured by the two leading organs of the university: the Administration Council and the Strategic Orientation Committee.

The **Administration Council** of the University of Strasbourg holds the ultimate responsibility for all the “Investissements d’avenir” programs selected in Strasbourg. It votes the budget and adopts the annual activity report on the “Investissement d’avenir” programs proposed by the Steering Committee. It will also be responsible for guaranteeing the coherence of IdEx* activities with the overall strategy of the University and the concentration of IdEx funds on the “Excellence Perimeter”.

The Administration Council is advised by the **Strategic Orientation Committee** of the university on all scientific issues. Its role is to propose or to assess the strategic orientations of the missions of the university. It is composed of external personalities (with the exception of Jean-Marie Lehn, a Strasbourg Nobel Prize winner in Chemistry) who are either world-class academics or leaders from the private sector. Its members are proposed by the President and appointed by the Administration Council. The Strategic Orientation Committee includes a significant number of high-profile German academics, reflecting the importance accorded to cross-border cooperation in the overall strategy of the University of Strasbourg.

In terms of financial oversight, the University will commission an annual **external audit** in order to control the quality of the financial management of the Foundation of the university. Its results will be analysed by an *ad hoc* **Financial Supervisory Committee**, created specifically for the purposes of the financial oversight of “Investissements d’avenir” programs. It will submit recommendations to the Steering Committee. The Financial Supervisory Committee, staffed by a handful of selected top financial and banking executives, will also be responsible for the analysis of the external audits conducted on the accounts of the university as a whole.

Management and coordination – The management of the “Initiative d’excellence” as well as the coordination of all the “Investissements d’avenir” projects in Strasbourg will be entrusted to a **Steering Committee** under the responsibility of the Administration Council of the university. A convention will be set up to precisely define its powers and ensure the greatest coherence and responsiveness in the management of the “Initiative d’excellence”. Its responsibilities will include:

- the definition of the rules governing the functioning and the selection criteria of IdEx instruments;
- the elaboration of the framework and the timing of the internal calls for projects;
- the definition and the oversight of specific agreements with the beneficiaries of IdEx funding within the university, specifying the delegated objectives, actions, means and evaluation procedures;
- the assessment of the scientific and economic impact of the IdEx.

The Steering Committee will report to the Administration Council, which holds the final decision in all fields within its sphere of competence, including the evolution of the “Excellence Perimeter” and any decisions having an impact on the structures of the university. The Steering Committee will work with the Research Council and the Education Council, which hold delegated powers from the Administration Council. All proposals for

the calls for projects will be submitted to and ranked by the collegiums, after consulting the departments of the university. Evaluations will be based on systematic recourse to external academic expertise for a critical assessment of the proposed project.

According to the principle of subsidiary, the structures set up in the framework of the “Initiative d’excellence” will enjoy a large degree of autonomy to define and implement their respective projects under the responsibility of the Steering Committee. They have all defined internal governance procedures and will benefit from executive powers in order to keep administrative overhead to a minimum.

For all the other instruments of the “Initiative d’excellence”, which will not require a specific structure for their implementation, the Steering Committee will work with the administrative services of the university and take all decisions on the thematic orientation of the internal calls for projects, upon delegation of the Administration Council. In particular, it will have an explicit mandate to concentrate funding on the “Excellence Perimeter”.

The Steering Committee will be composed of 10 to 15 members and will include highly qualified academics from the three disciplinary sectors defined above (section 2.1). The members will be proposed by the President of the university and confirmed by the Administration Council. The institutional members of the Steering Committee will be representatives of the IdEx partners – the university, the CNRS and the INSERM – and of the university hospital and the university Foundation. The representatives of the university are the President, the first Vice-President and the three Vice-Presidents for Research, Education and Industrial partnerships. It will be chaired by a **General Delegate** for “Investissements d’avenir”, who will report directly to the President of the University. This position has already been established to coordinate the preparation of the “Investissements d’avenir” projects in Strasbourg.

Financial management – The **Foundation of the University of Strasbourg** is a subsidiary of the university and will be in charge of the financial management of all “Investissements d’avenir” funds, with the exception of the SATT, which will be a separate legal entity responsible for its own financial management. The Foundation will coordinate fund raising activities related to the “Investissements d’avenir”, and in particular the LabEx projects.

The concentration of financial responsibilities in the Foundation will facilitate a highly professional management of finances and the coherence and mutualisation of fund raising initiatives, thereby ensuring the most efficient use and implementation of fundraising initiatives for the University of Strasbourg as a whole. Its private legal status will provide the necessary flexibility and adaptability in the management of the “Initiative d’excellence” endowment.

The Foundation will ensure the traceability and accountability of financial flows by setting up a specific budget line in its accounts and will provide the Steering Committee with annual financial reports in preparation for reporting to the ANR. An annual external independent financial audit will ascertain the quality of financial management.

Operational implementation – The General Delegate for the “Investissements d’avenir” will hold the overall responsibility to coordinate and steer the operational implementation of the “Initiative d’excellence” instruments. In this capacity, he will chair the Steering Committee and be in charge of the relationships with the partners of the project: the academic entities or partners from the public, social and private sectors.

The General Delegate will have a similar role in relation to the coordinators and the governance structures of the “Investissements d’avenir” projects within the university:

- the LabEx and EquipEx coordinators and governance structures;
- the SIAS Director and Assembly;
- the heads of the IHU, the SATT, etc.

He will also provide guidance and support to these structures in order to assist them in implementing their projects and to foster coherence and synergies throughout the program.

He will be supported by a Management unit institutionally part of the “Service d’aide au pilotage”/“Steering support service” of the university, ensuring fluid information exchange and the maximal transformative impact of the IdEx management strategy on the university as a whole. The General Delegate will define and negotiate agreements with the various administrative services of the university assisting in the implementation of the “Initiative d’excellence” projects.

Focus on quality control and audit – Assessment and auditing of the IdEx program is a central component of the approach adopted by the University of Strasbourg in order to fully harness the leverage effects and flexibly adjust practices through collective learning made possible by precise and timely feedback on performance. Evaluation will be undertaken at four different levels:

- An annual financial audit accomplished by an external “Commissaire aux comptes”, analysed by the Financial Supervisory Committee of the University and submitted to the Steering Committee. This audit will include controlling the level of funds invested by the university in relation to the “Initiative d’excellence”;
- Continual monitoring by the Financial Supervisory Committee;
- A scientific assessment once every three years, directed by the Strategic Orientation Committee, possibly by mandating a specific group of academic experts from outside the university, and in close coordination with similar arrangements planned in the LabEx and other structures;
- A review of the organisation and processes once every three years, orchestrated by the “Internal control service” of the university, possibly with the recourse to external expertise. This analysis will also seek to assess the transformative impact of the IdEx management processes on the university as a whole.

4.3. PROJECT ORGANISATION

The implementation of the IdEx project has been conceived by the university as a gradual process so as to maximize relevance and coherence, draw lessons learned progressively, and identify and spread the best practices observed.

Milestones and targets will be set up for each instrument, which will serve as a basis for the evaluation of their implementation and their academic and socio-economic impacts. Significant communication and consultation processes are foreseen to ensure the full mobilisation of the academic and administrative staff.

As a first approach, the implementation of the project has been structured in three phases:

	Phase 1 Semester 1	Phase 2 Semester 2 to 4	Phase 3 Year 3 to 10
Structuring	<ul style="list-style-type: none"> • Creation of the management cell and identification of the project leaders • Definition of the Excellence perimeter and the criteria of evolution • Internal communication campaign for information and mobilization 		
Implementation	<ul style="list-style-type: none"> • Specification of the calls for project for the first instruments • Strategic reflection on the instruments with a structural impact 	<ul style="list-style-type: none"> • Specification and launch of the calls for proposals for all the instruments 	<ul style="list-style-type: none"> • Implementation of the instruments each according to their calendar and milestones
Monitoring and reporting		<ul style="list-style-type: none"> • Monitoring of the implementation (targets, lessons learned, best practices) • Evaluation of academic and socioeconomic impacts • Reporting to the ANR and the Comité "Investissements d'avenir" 	

First phase - Structuring of the program and first implementations (first semester)

Organisation - The university will first focus on the setting up of the management cell supporting the Delegate General (who is already in place), the identification of the project leaders within the university services (one for each instrument) and the definition of their relations. The university will also work on the definition of the initial excellence perimeter (on the basis of the outcome of the LabEx call for projects and the reports of the international jury) and the criteria and process for its evolution in the future.

Implementation - The main instruments will be detailed with the specification of the internal calls for project and the definition of the selection process. The university will draw for each instrument on a "lessons learned" exercise on previous related experiences as well as on analyses of the best practices in foreign universities. The first calls for project are expected to be launched at the end of the first semester of the project.

The university will also identify the instruments requiring further elaboration due to their level of complexity and their impact on the structures of the institution, as for instance the schools of excellence and the "Synergies²" project. For these structuring instruments, a strategic reflection will be led by the president of the university and submitted to the Administration Council. Working groups will be set up to ensure a wide consultation of the heads of departments, research units and collegiums.

Communication - During the first phase, the university will organise a wide ranging internal communication in order to inform and mobilise its academic and administrative staff. Communication and consultation internal initiatives have already been launched during the elaboration of this pre-project, with a general call for ideas (130 answers received) and presentations to the Administration Council and the General Assembly in December 2010.

Second phase - Gradual implementation within the first two years (semesters 2 to 4)

The first calls for proposals for all the instruments are expected to have been launched in the first 18 months of the project, or by the end of the second year at the latest for the most demanding and structuring ones.

Third phase - Full implementation with continuous assessment of impact

From year three onwards, each instrument will follow its own calendar to meet the milestones set, and regular assessments of the IdEx as a whole will be conducted.

The Delegate General, supported by the project leaders and under the responsibility of the Administration Council, defines the calendar and milestones for each instrument, detailing the calls for projects, the selection and recruitment processes and the targets to be met.

The evaluation of the implementation and assessment of the impact of each instrument will be carried through in accordance with the demands of the ANR. In this respect, a general assessment of the implementation of the IdEx project is foreseen at the end of its third year (on the basis of the results of the first calls) to draw lessons, identify the best practices, improve the implementation and prepare for the ANR evaluation of the fourth year.

5. MEANS

5.1. FINANCIAL AND SCIENTIFIC JUSTIFICATION FOR THE MOBILISATION OF RESOURCES

The section below briefly describes the main costs and resources mobilised or generated by each instrument on an average annual basis. Three key elements need to be underlined:

- **The funding by researcher is 4 times higher inside the excellence perimeter than outside.** The university will indeed concentrate 70% of the funds on the excellence perimeter, while this perimeter represents only 1/3 of the total academic staff;
- **The bulk of the funds will be concentrated on research (40%) and education (31%).** Other priorities include relations with the economic sector (10%) and performance management within the university, talent management included (12.7%);
- **The university also aims to mobilise and generate significant external resources through the "initiative d'excellence",** thanks its partnerships with both local authorities and private firms, and through a stronger involvement in public and private research contracts.

5.1.1. SURPASSING RESEARCH FRONTIERS THROUGH ATTRACTIVENESS AND INTERDISCIPLINARITY

The “Strasbourg Institute for Advanced Studies” (SIAS)

Financial needs - The bulk of the costs of SIAS are personnel costs for external and internal Fellows. The project also involves working costs for research facilities for the external Fellows. The total financial needs for the SIAS has been estimated at around **4,500 k€ a year**.

Contributions from the partners - The equipment costs such as building facilities, and the Chairs will be covered by the University of Strasbourg and its partners. The total overhead costs⁷ have been estimated at **4,116 k€ a year**.

External resources - The University of Strasbourg and its partners will draw on their experience to attract additional funding from private firms and local authorities, hence **1,891 k€ a year**. Moreover the Foundation will contribute from its own resources and it is expected that the SIAS Fellows will improve the university capacity to attract both public and private research contracts. The total external resources expected are therefore **3,120 k€ a year**.

A “red carpet” facility for Junior and Senior researchers

Financial needs - The bulk of the costs are personnel costs for the senior and junior chairs and the post-doctoral fellows. This has been estimated at 3,600 k€ a year. The project also involves working costs to cover for research facilities for the chairs and the post-doctoral fellows and equipment costs to be attractive for fellows, which have been estimated at around 600 k€ a year. The total financial needs is therefore of **4,200 k€ a year**.

Contributions from the partners - The equipment costs (e.g. building facilities) and some personnel costs (e.g. researchers involved) will be provided for by the University of Strasbourg and its partners. The total overhead costs are estimated at **18,720 k€ a year**.

External resources - The University of Strasbourg and its partners will draw on their experience to establish extra chairs funded by private firms or local authorities. We have set the ambition in this respect at one fifth of the IdEx chairs for private chairs and one fourth for local authorities, hence **1,891 k€ a year**. The latter are expected to contribute to 40% of the equipment costs. Moreover the Foundation will contribute on its own resources, and it is expected that the chairs and post-docs will improve the university capacity to attract both public and private research contracts. The total external resources expected are therefore **4,962 k€ a year**.

International PhD Program

Financial needs - The bulk of the funds will cover the personnel costs for 30 PhD fellowships a year, estimated at around 2,700 k€ a year. It will also include research facilities for the hosting research units, for around 300 k€ a year. The PhD Support Fund will include extra research and travel funding for PhD students enrolled at the university, for circa 693 k€ a year. The total financial needs therefore amount to **3,693 k€ a year**.

⁷ As a rule, the university and its partners, the CNRS and the INSERM, have decided to cover for the overhead costs involved by the hosting of all the research and administrative personnel recruited in the framework of the “Initiative d’excellence”. The reference used is that of the ANR Guide for the budget estimation of the proposals submitted to ANR calls for projects (2009). The overhead costs are estimated at 80% of the total salary cost. It includes management and secretary charges, office space and services, small equipment and accesses to the facilities of the university.

Contributions from the partners - The University will cover the overhead costs estimated at **9,360 k€ a year**.

External resources - The University of Strasbourg and its partners will draw on their experience to attract additional funding from private firms and local authorities. We have set the ambition in this respect at **1,350 k€ a year**.

5.1.2. TRANSCENDING EDUCATION FRONTIERS: EXCELLENCE, INNOVATION AND OUTREACH

Degrees of excellence

Financial needs - The personnel costs as for administration, communication and international development, estimated at 2,566 k€ a year. The project also involves working costs for a total financial need of **3,075 k€ a year**.

Contributions from the partners - The total overhead costs and the student costs have been estimated at **17,204 k€ a year**.

External resources - It is expected that these Degrees of excellence will have an improved capacity to attract both public and private financial support estimated at around 5% of their total costs. The total external resources expected are therefore **916 k€ a year**.

Schools of excellence

Financial needs - The bulk of the costs are personnel and working cost. The costs will also include fund to realize 5 projects of reengineering/change management each year for around 750 k€ by project. Equipment costs as specific materials are included and estimated at 368 k€ a year. The total financial needs is therefore of **5,175 k€ a year**.

Contributions from the partners - The total overhead costs and the student costs have been estimated at **17,479 k€ a year**.

External resources - It is expected that these Schools of excellence will have an improved capacity to attract both public and private financial support estimated at around 5% of their total costs. The total external resources expected are therefore **1,022 k€ a year**.

The Institute for innovation in Higher Education pedagogy

Financial needs - The bulk of the funds will cover 15 ETP for research, support to lecturers and administration, estimated at 1,188 k€ a year. The project also involves working costs for administration / communication materials, which have been estimated at around 132 k€ a year. The total financial needs for the institute is therefore of **1,320 k€ a year**.

Contributions from the partners - Some of the working and personnel costs will be provided by the University of Strasbourg and its partners for total overhead costs estimated at 1,070 k€ a year. It is also committed to a complementary project of Learning Centre for student support, for an amount of 2,220 k€ a year, hence a total contribution of **3,290 k€ a year**.

External resources - The University of Strasbourg expects to commercialize some of the contents created and provided through the institute. We have set the level of ambition at 5 % of the total costs (72 k€ a year). The contribution of local authorities to the Learning Centre project is around 800 k€ a year. The total external resources are therefore of **872 k€ a year**.

5.1.3. BREAKING DOWN FRONTIERS BETWEEN THE ACADEMIC AND ECONOMIC WORLDS

Improving university-to-work transition and job satisfaction

Financial needs - The bulk of the funds will cover personnel costs for 9 ETP and working costs for support and advice, estimated at around **720 k€ a year**.

Contributions from the partners - The University will cover for the overhead costs estimated at 461 k€ a year, and mobilize its university-to-work transition service (2,000 k€ a year), hence a total contribution of **2,661 k€ a year**.

A regional integrated structure for research-based economic development

Financial needs - The structure costs are estimated at **350 k€ a year** and the fund for projects implementation at 1,750 k€. The total financial needs is therefore of **2,100 k€ a year**.

Contributions from the partners - The University and its partners will cover for the overhead costs estimated at **461 k€ a year**, on top of the regular budget of the 4 entities, for a total amount of **6,316 k€ a year**.

External resources - The University of Strasbourg and its partners will draw on their experience to establish extra chairs co-funded by private firms. We have set this ambition at half of the costs of the chairs, hence **1,000 k€ a year**.

A new model for continuing education

Financial needs - The personnel costs are estimated at 165 k€ a year and the working costs to cover materials at around 53 k€ a year. The total financial needs is therefore of **218 k€ a year**.

Contributions from the partners - The University will cover for the overhead costs estimated at 132 k€ a year. The university will also mobilize its continuing education service (1,600 k€ a year) and provide the teaching staff (3,150 k€ a year), hence a total of **4,882 k€ a year**.

External resources - Due to the experience of the University of Strasbourg in continuing education and the perspectives generated by this new model, we have set the ambition with an average increase of 10 % of the revenues of the continuing education, hence **800 k€ a year**.

5.1.4. GOING BEYOND FRONTIERS BETWEEN SCIENCES, ARTS AND SOCIETY

A socio-cultural Intervention Fund

Financial needs - Personnel costs for the organization of the major cultural and social events of the university (4 ETP) have been estimated at 326 k€ a year. The project also involves working costs in order to set up projects as artist residency or conferences. The total financial needs for this intervention fund is of **543 k€ a year**.

Contributions from the partners - The University will cover for the overhead costs estimated at 261 k€ a year and mobilize its cultural service (2,000 k€ a year). Moreover it is committed to major investment projects for the diffusion of arts and sciences (3,715 k€ a year), hence a total of **4,882 k€ a year**.

External resources - The University of Strasbourg will draw on its experience to attract additional funding from cultural institutions (on an equal basis, hence 543 k€ a year). The contribution of local authorities to the cultural investment projects is of 750 k€ a year, hence a total of external resources of **1,293 k€ a year**.

5.1.5. CROSSING A NEW FRONTIER IN UNIVERSITY MANAGEMENT

A policy of “talent management” within the university

Financial needs - Salary supplements and reduction of courseload for 250 lectures and researchers, estimated at **2,500 k€ a year**.

The “Synergies²” project: management based on relevance and performance

Financial needs - The personnel cost have been estimated at 855 k€ a year, excluding working and equipment costs, for a total of **1,425 k€ a year**.

Contributions from the partners - The University will cover the overhead costs estimated at 684 k€ a year and also contribute to the fund for a total estimated at **1,809 k€ a year**.

5.2. ACTIONS OF THE PERIMETER OF EXCELLENCE

Table 1: Presentation of the resources and expenses for the actions within the perimeter of excellence cumulated over 10 years (in million euros)

	Resources				Expenses		
	IdEx grant	Other grants from Investissements d'Avenir	Partners contributions	External ressources	Investment costs (including real estate)	Working costs	Personnel Costs
Surpassing research frontiers through attractiveness and interdisciplinarity	87		225	66	9	109	260
Transcending education frontiers: excellence, innovation and outreach	67		266	20	20	72	261
Breaking down frontiers between the academic and economic worlds	21		97	13	0	42	89
Going beyond frontiers between sciences, arts and society	4		42	9	32	10	13
Crossing a new frontier in university management	27		13	0	1	7	32
IdEx governance	10		5	0	0	6	9
Total IdEx for the excellence perimeter	217		648	107	61	246	664
LabEx projects		162	980	355	94	317	1086
Total IdEx +LabEx for the excellence perimeter	217	162	1 628	462	155	564	1 750

5.3. OTHER ACTIONS

Table 2: Presentation of the resources and expenses for the other actions of the “Initiative d'excellence” cumulated over 10 years (in million euros)

	Resources				Expenses		
	IdEx grant	Other grants from Investissements d'Avenir	Partners contributions	External ressources	Investment costs (including real estate)	Working costs	Personnel Costs
Surpassing research frontiers through attractiveness and interdisciplinarity	37		97	28	4	47	111
Transcending education frontiers: excellence, innovation and outreach	29		114	8	8	31	112
Breaking down frontiers between the academic and economic worlds	9		42	5	0	18	38
Going beyond frontiers between sciences, arts and society	2		18	4	14	4	6
Crossing a new frontier in university management	12		5	0	1	3	14
IdEx governance	4		2	0	0	3	4
Total IdEx - outside the excellence perimeter	93		278	46	26	106	285

6. GLOSSARY

AERES: the National Evaluation Agency for Research and Higher Education. As an independent administrative authority set up in 2007, the AERES is tasked with evaluating research and higher education institutions, research organisations, research units, higher education programmes and degrees and with approving their staff evaluation procedures.

ANR: the National Agency for Research. Institution founded in 2005, tasked with funding scientific research. The ANR funds scientific teams, both public and private, in the form of short-term research contracts.

CNRS: National Center for Scientific Research.

EquipEx: The "Equipements d'excellence" call for projects of the "Investissements d'avenir".

HDR: Habilitation à Diriger les Recherches. The French habilitation to supervise PhD students.

IBMC: Institut de Biologie Moléculaire et Cellulaire: the Institute for Molecular and Cellular Biology in Strasbourg comprises 3 CNRS laboratories. Even though they develop distinct research fields, the interest of merging them into the same building is an incentive toward the emergence of new research.

IBMP: Institut de Biologie Moléculaire des Plantes. It is a CNRS institute affiliated with the University of Strasbourg. This institute is presently the largest CNRS centre devoted to integrative plant biology.

IdEx: The "Initiatives d'excellence" call for projects of the "Investissements d'avenir".

IGBMC: Institut de Génétique et Biologie Moléculaire et Cellulaire (CNRS, Université de Strasbourg, INSERM). IGBMC is one of the leading European centres of biomedical research, it is devoted to the study of higher eukaryotic genomes and to the control of genetic expression as well as the analysis of the function of genes and proteins.

IHU: "Institut Hospitalo-Universitaire" call for projects of the "Investissements d'avenir".

INRA: National Institute for Agronomy Research.

IRCAD: Institut de Recherche contre les Cancers de l'Appareil Digestif. The Research Institute against Digestive Cancer was founded in 1994 by Prof. Jacques Marescaux. It pools digestive cancer research laboratories, a R&D department in computer sciences and robotics, and a training centre in minimally invasive surgery.

INSERM: French research organisation focused on medical research and health.

ISIS: Institut de Science et d'Ingénierie Supramoléculaires. The ISIS Institute was founded by Prof. Jean-Marie Lehn. It is shared between the CNRS and the University of Strasbourg. Its mission is to promote top level scientific research at the interface between Physics, Chemistry and Biology.

IUF: Institut Universitaire de France. It was created in 1991 under the form of a department of the French ministry of high education and research, to recognize the scientific activities of high level faculty members in their own universities. The mission of the IUF is to promote the development of a high quality university research, and to strengthen interdisciplinary projects. The IUF members are selected by an international jury at both the junior and senior level. The members have a reduced teaching load (1/3) for 5 years for juniors or up to 10 years for seniors. They also receive some extra research funding from the IUF.

LabEx: The "Laboratoires d'excellence" call for projects of the "Investissements d'avenir".

MISHA: Maison Interuniversitaire des Sciences de l'Homme – Alsace. This Social Sciences and Humanities Research Institute is affiliated with the CNRS and the Universities in Alsace.

RTRA: Réseau Thématique de Recherche Avancée. Thematic network of excellence created by the French ministry of high education and research. 13 RTRA exist in France, the single one in Chemistry is in Strasbourg.

SATT: "Société d'accélération du Transfert de Technologie" call for projects of the "Investissements d'avenir".

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