

SUBMISSION FORM

Acronym of the project	UNISTRA
Titre du projet en français	Par-delà les frontières, l'Université de Strasbourg
Project title in English	Beyond frontiers, the University of Strasbourg
Project manager	Name: Alain Beretz, President Contact information: Guy-René Perrin, General Delegate
Institution leading the project (Project leader)	Name : University of Strasbourg
Capital grant requested M€ (a)	1 246 M€

(a) See the document entitled « règlement relatif aux modalités d'attribution des aides au titre de l'appel à projets Initiatives d'excellence » (§ 4.1).

Structure of the IDEX partnership

Higher education and research institutions	Research institutes	Other¹
University of Strasbourg	CNRS	
	Inserm	

¹ For instance : CHU, competitiveness clusters, etc.

SUBMISSION FORM

1. EXECUTIVE SUMMARY	3
1.1. The University of Strasbourg	3
1.2. The Excellence initiative	4
1.3. The reworked proposal	7
2. "DELTA DOCUMENT": ANSWERS TO THE QUESTIONS AND RECOMMENDATIONS OF THE JURY	9
2.1. Recommendation n°1: Consider further possibilities for pedagogical innovations in teaching	9
2.2. Recommendation n°2: Take into account benchmarking of international partners	10
2.3. Recommendation n°3 "Develop further links to links to external including with the public sector"	12
Recommendation n°8: "Consider ways of increasing contributions from research organizations and external partners"	12
2.4. Recommendation n°4: Continue consolidating the recently merged university	14
2.5. Recommendation n°5: Clarify staffing and tasks of steering committee	15
2.6. Recommendation n°6: Reflect on indicators for evaluation after three years	17
2.7. Recommendation n°7: Update resource allocation taking into account results of IA competition	18
3. DETAILED DESCRIPTION OF THE PROJECT – SELECTION PHASE	19
3.1. Ambition and strategy of the project	19
3.1.1 The University of Strasbourg, a multidisciplinary research university of excellence	19
3.1.2 Our Ambition: "Beyond frontiers"	20
3.1.3 Our Transformation model: a structural adjustment	21
3.2. Structure and characterization of the Initiative of Excellence	22
3.2.1 Presentation of the University of Strasbourg	22
3.2.2 Application to the actions of the programme « Investissements d'avenir »	35
3.2.3 Excellence perimeter, environment, prospects and added value	37
3.3. Project and prospects	40
3.3.1 Strategic priority n°1 – Surpassing research frontiers through attractiveness and interdisciplinarity	42
3.3.2 Strategic priority n°2 – Transcending education frontiers: excellence, innovation and outreach	48
3.3.3 Strategic priority n°3 – Breaking down frontiers between the academic and economics worlds	54
3.3.4 Strategic priority n°4 – Going beyond frontiers between sciences, culture and society	59
3.3.5 Strategic priority n°5 – Crossing a new frontier in university management	62
3.4. Governance, organisation and management	68
3.4.1 Objectives and guidelines	68
3.4.2 Governance organisation	68
3.4.3 Project organisation	72
3.5. Means	75
3.5.1 The LabEx projects of the University of Strasbourg	75
3.5.2 Other means for the strategic priorities of the IdEx	75
3.6. Human Resources	79
4. KEY DATA AND FINANCIAL PLANNING	80
GLOSSARY	88
ANNEX	90

1. EXECUTIVE SUMMARY

1.1. THE UNIVERSITY OF STRASBOURG

The University of Strasbourg was created by the successful merger of three universities in 2009. It was the first and, up to now, the only French university to have re-merged as a single entity. It provides a truly multidisciplinary identity for its more than 42,000 students. It is one of the most outstanding research universities in France and benefits from major investments of the National research organisations such as the CNRS* and the Inserm*.

The main strength of the University of Strasbourg stems from its active involvement in virtually every scientific discipline. Many of its research teams have a worldwide reputation in domains such as Life Sciences and Health, Chemistry, Physics, Materials and Nano-sciences, Mathematics, etc., but also Social Sciences and Humanities. With some 2,400 permanent lecturers and researchers, the University of Strasbourg is, together with its partners, **the first French university outside Paris in the 2010 Shanghai ranking and the first university in terms of its overall impact factor**. It offers **academic programs in all major scientific disciplines**, with a particular focus on multidisciplinary approaches.

Our university also has a strong commitment to **technology and knowledge transfer**, e.g. it ranks second nationally in lifelong learning, it was first in France to set up a “proof of concept” fund to facilitate transfer and has proactively fostered collaboration between public research and private R&D. It has strong relationships with partners in the business world: for instance it is a founding member of the international Biovalley cluster, one of the most important clusters in biotechnologies and health in Europe with more than 2,000 jobs and 45 companies created since 2005.

Located on a historically tumultuous frontier, the university is at the heart of a **European capital** blending French and German cultural influences. Its history naturally ties it to the Upper Rhine region which concentrates a core academic potential in Europe with two universities of the **German Exzellenzinitiative** in Freiburg and Karlsruhe.

It has significant international assets that demonstrate the attractiveness of its teaching and research activities. **Internationalization is an integral part of its culture and nearly a second nature of the University of Strasbourg**. It is a founding member of the League of European Research Universities (LERU²). 12% of its lecturers and researchers are foreign nationals, and 20% of its graduate students come from abroad.

* For all the acronyms, marked with a * symbol, see the glossary at the end of the document

² Together with Oxford University, Cambridge University, Utrecht University, Munich University, Imperial College London, Zurich University...

1.2. THE EXCELLENCE INITIATIVE

THE AMBITION OF THE INITIATIVE

Through its “Excellence Initiative”, the University of Strasbourg faces four key challenges:

- strengthen its position as **research intensive leader**;
- reach the **highest standards in education**;
- further develop its **international footprint**;
- be a committed actor **open to society**.

Through its historic development since 1621 and in the recent past, the University of Strasbourg has shown its capacity to adapt to changing conditions: in 2009, it made its mark on the French academic landscape with the merger of the three Strasbourg universities and has been a precursor in the transformation of the French university system. In many issues (excellence in science, continuing education, technology transfer, governance...) **it is a step ahead in France and it has now the ambition to become an innovative leader in Europe**: it aims at being positioned among the 20 leading European universities in most international rankings and to strengthen its attractiveness and its international dimension. It aspires to play a leading role in **French-German cooperation**, particularly through close partnerships with neighbouring universities in the Upper Rhine region.

The successful merger of 2009 has empowered the university with a robust governance culture to pursue its transformation and improve the fulfilment of its missions. In this sense the University of Strasbourg is well equipped to meet the stringent criteria of the “Excellence Initiatives” framework and has a **credible position** to build its strategic project and achieve its objectives.

The applications of the university to the “Investissements d’avenir” calls (EquipEx*, LabEx*, IHU*, SATT*...) rely on an overall multidisciplinary strategy involving research, education, technology transfer and international attractiveness. The IdEx project is the keystone on which the answers to the different calls depend in order to produce a dynamic effect on its “Excellence perimeter” and beyond, on the university as a whole: the first results obtained (5 EquipEx, 4 Infrastructures in Biotechnologies, 8 LabEx, an IHU and a SATT) confirm the validity of this **global and integrated approach**.

THE EXCELLENCE PERIMETER

The means of the IdEx will be concentrated on an initial “**Excellence perimeter**” that has been defined by the contours of the submitted LabEx projects. This perimeter is both highly selective (including only one third of lecturers and researchers) and multidisciplinary, including research teams in all of the main disciplinary sectors of the university: Natural Sciences and Technology, Life Sciences and Health, Social Sciences and Humanities. The university will concentrate 70% of funding on this excellence perimeter. This means that **the funding by researcher is 4 times higher inside the excellence perimeter than outside**.

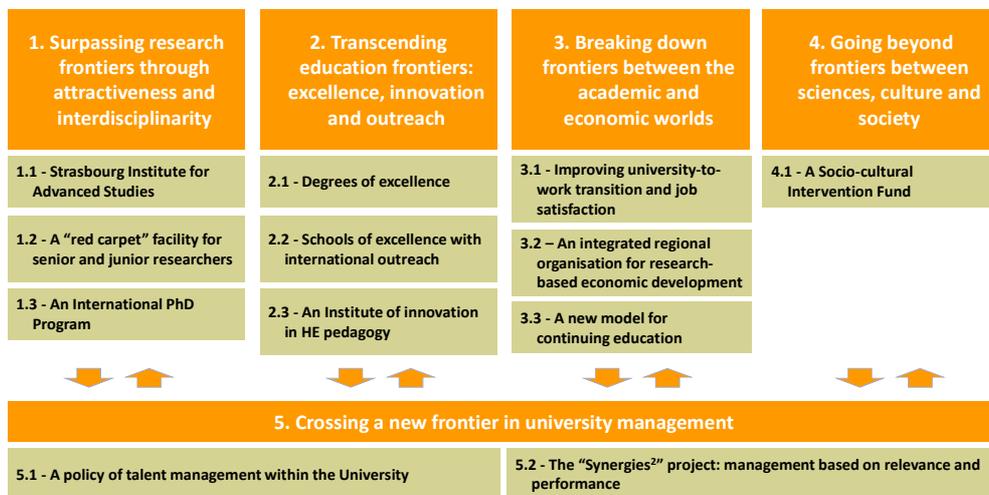
SUBMISSION FORM

The University of Strasbourg is also attentive to the importance of developing new domains of excellence in the future and to promote emerging projects, particularly those of promising young scholars, who will drive the **excellence of tomorrow**. In order to enhance emulation and pull effects, which guarantee our vitality, this perimeter will be submitted to a periodic reassessment. In addition, the instruments implemented within the IdEx will be opened to all teams of the university and 30% of the sums will be allocated to teams that are not (yet) part of the perimeter of excellence but have clearly demonstrated their potential.

“BEYOND FRONTIERS”

With its IdEx, the University of Strasbourg proposes to set up structural **instruments** designed as a coherent and mutually reinforcing whole. They are organised around **five strategic priorities** devised to achieve its ambition of excellence in research and education, strengthen bridges between the academic and socio-economic environments, and set new standards in university management.

Through an innovative mode of funding characterised by its flexibility, reactivity, and capacity to accelerate transformation in all fields, these instruments will provide space for the continuing emergence of projects.



Surpassing research frontiers through interdisciplinarity and international attractiveness – The creation of an Institute for Advanced Studies will provide high level scholars with a working environment susceptible to broaden scientific perspectives and challenge disciplinary paradigms. With a “red carpet” instrument, our university will have the means to recruit at the international level and as a result, to further strengthen our research capacities in the face of international competition. Our International PhD Program will transform our university into an attractive European pole for young academics with the highest potential.

Transcending education frontiers in terms of excellence, innovation and outreach – The “Degrees of excellence”, in the form of double diplomas and/or international courses will

SUBMISSION FORM

strengthen our attractiveness among high potential students. On this basis, and supported by the experience of our internal “Grandes écoles”, we will gradually set up internationally visible “Schools of excellence”. More generally, the University of Strasbourg will stimulate experimentation, develop and spread innovation through the creation of an Institute of innovation in Higher Education pedagogy. Its aim is to renew approaches and to disseminate innovative teaching and learning practices.

Breaking down frontiers between the academic and economic worlds – With the support of local authorities, our university will be the architect and the driving force in an integrated strategy of research-based economic development. The inclusion of all actors of the innovation chain within a common consortium will secure coherence and efficiency for the implementation of this strategy. In the field of training, the University of Strasbourg will strengthen the university-to-work transition by seeking to adapt its curriculum and practices, and reinforcing dialogue with employers. This commitment will also lead us to restructure our continuing education offer to make it more flexible, more modular, and harness the potentialities of new distance learning technologies.

Going beyond frontiers between sciences, culture and society – Thanks to the creation of a student arts festival, the organisation of master classes delivered by famous European artists or scientific conferences linked to European current affairs, and by action to foster citizen understanding of science, the University of Strasbourg commits itself to promoting creativity and dialogue with civil society both at a local and at an international level.

Crossing a new frontier in university management – The intensification of the competition between universities calls for an ambitious and rigorous policy for talent management. Our objective is not only to ensure the quality of recruitments but also to support the personal and professional development of our staff. The constraints on public finances also lead us to implement a “Synergies” fund aimed at encouraging our departments to pool resources in order to implement innovative projects.

GOVERNANCE, ORGANISATION AND MANAGEMENT

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

Governance will mainly rely on the work of the existing statutory institutions. Only the creation of a “Steering Committee”, under the responsibility of the University Board, is required to ensure the greatest coherence and responsiveness in the management of the actions. The institutional members of this Committee will be the representatives of the IdEx partners: the university, the CNRS and the Inserm, and of the university Hospital and the university Foundation.

1.3. THE REWORKED PROPOSAL

The university and its partners have reworked their preselected IdEx proposal on the basis of the evaluation and the remarks of the jury, which have provided very valuable insights on how to improve the project. This has been done to clarify, strengthen and improve it through an incremental approach centered on a few important points identified by the jury, without reconsidering the whole project.

The most specific attention has been paid on the few issues which indeed required further elaboration in the preselected project, namely:

- pedagogical innovations,
- the international policy,
- the contributions from research organisations and external partners,
- governance and the procedures of resource allocation,
- the roadmap and the main milestones.

SUBMISSION FORM

The evaluation of the jury, with 7 A and 5 B grades, has underlined many positive points in our proposal: quality of science, convincing strategy for improving excellence in research and innovation in teaching, governance and talent management. The university and its partners thank the jury for this very positive evaluation, and also for its remarks, which have provided very valuable insights and constructive suggestions on how to improve the project.

We have thus revised our preselected IdEx proposal on the basis of these evaluations and remarks, in order to clarify, strengthen and improve the proposed strategy; we have used an incremental approach on a few points, without reconsidering the whole project.

The delta document is structured following the recommendations of the jury, but each reply also presents additional information and further details in answer to some of the general evaluation criteria. We have concentrated on the few issues which indeed required further elaboration in the preselected project, namely: pedagogical innovations; international policy; contributions from research organisations and external partners; governance and the procedures of resource allocation; and roadmap and the main milestones.

To allow easy reviewing, updated texts are highlighted in dark red in section 3.

* * *

We also stress the specific aspects of the **excellence of science** in Strasbourg. Strasbourg is one of the smallest sites in the competition, but it shows the best results overall if you consider them **qualitatively**. Associated with its partners, the University of Strasbourg is **the first institution in France for the impact** factor of its scientific publications (OST* 2010). This exceptional qualitative edge is also seen in the STRATER* document, which shows that our site is highly **efficient in scientific output** when compared with other candidates for the IdEx, which have significantly higher numbers of AA+ researchers. Our global results in the various calls for projects of the "Investissements d'avenir" (5 EquipEx, 4 Infrastructures in Biotechnologies, 8 LabEx, an IHU, a SATT...), seen again in relationship to our size, attest to the exceptional overall efficiency of the research in Strasbourg. Further arguments have been inserted in the reworked section 3.2.3 (page 38) on this point.

2. "DELTA DOCUMENT": ANSWERS TO THE QUESTIONS AND RECOMMENDATIONS OF THE JURY

2.1. RECOMMENDATION N°1: CONSIDER FURTHER POSSIBILITIES FOR PEDAGOGICAL INNOVATIONS IN TEACHING

Related criteria	<ul style="list-style-type: none"> • Attractiveness and coherence of the teaching offer • Teaching: ambition and innovation 	A A
Related general recommendations	<ul style="list-style-type: none"> • Provide better definitions of baselines in terms of quality of students intake, outputs relative to other international universities • Provide better benchmarking of the quality of the current teaching offer and the concrete improvements in pedagogy that the teaching part of the IdEx will provide 	
References to updated sections	3.3.2.3 (pages 52, 53)	

The Strasbourg IdEx project has elected "excellence and innovation in teaching" as one of its five strategic objectives in order to step up the quality of its teaching offer and its ability to help its students acquire knowledge and skills, develop critical thinking and autonomy, and enjoy a smooth and fulfilling university-to-job transition.

The University of Strasbourg considers pedagogical innovations as integral part of fostering its overall excellence and attractiveness. Their ultimate objective indeed is to provide all the students with the environment and the tools to develop his/her own skills, to pass a degree and succeed in his/her professional and personal life.

In response to the recommendation of the jury, we have fleshed out the university's proposed initiatives in innovative teaching:

The ambitions of the university in pedagogical innovations - After wide consultations, the university adopted in December 2010 an ambitious strategic curriculum blueprint 2013-2017 which will shape the future of teaching innovations. The key target is to be able to provide each student with a **personalized curriculum** fitted to his abilities and ambitions. Key tools to reach this goal are:

- the development of **multidisciplinary major/minor degrees, an originality in the French system**, which allows the design of personalized curricula, with no significant extra cost or inflation in our offers;
- the reinforcement of **individualized follow-up** and tutorial of students with additional supervisory staff;
- the creation of "**reinforced teaching programs**" for the most advanced students.

Another core feature is the transition from final examinations to **continuous comprehensive evaluations for all bachelor students from 2013**, following an experimentation phase in 2012. Continuous evaluation is rare in French universities; a veritable revolution, this reform will have a major impact on learning as it turns the examination process into a formative assessment and a full-fledged cooperative pedagogical tool for the students (a code of good

SUBMISSION FORM

practice is being elaborated together with student representatives). Lecturers will moreover be able to evaluate a more diverse set of skills (collective work, oral presentations, problem-solving exercises...) and the teaching period will be consequently lengthened during each term to facilitate the integration of evaluation as an integral part of the learning process.

Finally, a set of tools is aimed at providing **state-of the art environment** for students:

- the creation of multi-purpose rooms for teaching and working groups;
- the promotion of an increased uptake of new digital teaching tools (e-education).

All these innovations are already in a phase of preparation and/or experimentation.

The IdEx instruments as catalysts for pedagogical innovations - The instruments of the strategic objective “Surpassing frontiers in teaching” are meant as catalysts to speed up the implementation of the university curriculum blueprint for 2013-2017:

- **Innovation for excellence** - Degrees and Schools of excellence are designed to implement the “reinforced courses” foreseen in the blueprint. The calls for project criteria will insist on pedagogical innovation necessary to attract and retain the most promising students;
- **Innovation for all** - The Institute for innovation in Higher Education pedagogy project aims at supporting lecturers in designing and implementing the most innovative teaching techniques potential. In this reworked proposal, we precise that this project will have leverage with other innovative tools coordinated by our Department for Numerical Technologies Deployment (a very original structure), and the planned “Learning Center” associated with decentralized students’ working places on the campus. This wider approach of a global Centre for innovation in teaching, new technologies and learning environment has been designed after benchmarking comparable structures in leading international universities.

2.2. RECOMMENDATION N°2: TAKE INTO ACCOUNT BENCHMARKING OF INTERNATIONAL PARTNERS

Related criteria	<ul style="list-style-type: none"> • International and European policy • Scientific power and intensity of the area • Scientific ambition 	B B A
Related general recommendations	<ul style="list-style-type: none"> • Reflect on whether the perimeter can be better defined and tightened • Provide better objective measures of the highest profile science groups 	
References to updated sections	3.2.1.5, 3.3.5.1 (pages 33, 64)	

The jury’s recommendation has helped the university improve the presentation of its international strategy. Besides the strengthening of strategic scientific competencies through international partnerships, the university’s ambition is to further internationalize both its faculty and student body. Although Strasbourg may be among the most international universities in France, we have to rely on a coherent strategy and the tools to support it.

Our international vision keeps a balance between targeted institutional cooperation and decentralized cooperation initiatives lead by academic departments. It breaks down into three levels:

SUBMISSION FORM

- **Level 1: decentralized cooperation** between academic departments is the core of our international strategy as they need to “cherry pick” the most relevant partners throughout the world. The university will support departments to develop and ensure the quality of international collaborations at project level, in so far as they improve the influence and the reputation of the university as a whole. The university’s LabEx projects illustrate such partnerships with excellent research centers at global scale: Northwestern U. or Tokyo U. in Chemistry, Oxford University or the Weizmann Institute (through ESFRI programs) in Biology, Harvard University in Physics, Moscow University in Mathematics...
- **Level 2: institutional partnerships** focusing on Japan (with its “Maison Universitaire France-Japon”, Strasbourg is the leading French gateway for French-Japanese academic cooperation) as well as North America, China and a few emerging countries. The aim of these partnerships is twofold: (1) foster cooperation with excellent research departments and increase student and academic mobility to strengthen our own internationalization process, (2) promote the development of higher education and research and future cooperation with emerging countries. Such partnerships have a strong linguistic and cultural dimension;
- **Level 3: Strategic cooperation with German universities**, e.g. through the “**golden triangle**” representing a major potential in terms of both research and education. Strategic agreements have been signed with the German *Exzellenzinitiativen* Albert-Ludwigs-Universität Freiburg and Karlsruhe Institute of Technology (documents joined in annex).

In order to implement and fully reap the benefits of this internationalization strategy, the university and its partners must develop and streamline international-related **support functions**. Investments by the university will be mobilized for this purpose along with “Synergies²” funding when appropriate (section 3.3.5.2):

- reinforce “**Welcome services**” for foreign researchers and students. Guest researchers will benefit from services such as the “**Dual career**” program which has been established by the EUCOR Upper Rhine universities network, or from infrastructures planned within the framework of the “Opération Campus” (House for International Students, Faculty House and Faculty Club);. It should be noted that Strasbourg hosts the headquarters of the Kastler Foundation, a French institution specialised in welcoming guest researchers;
- invest in **marketing and communication** to increase the university footprint at global scale, e.g. through participation to forums, a new website and the alumni community (for both graduates and faculty);
- support for **international projects** design and management with a shared services between the university and its partners;
- facilitate **cross partnering** to strengthen international visibility: international “ambassadors”, i.e. faculty members that have already established strong links with colleagues of foreign universities, will help their colleagues to establish new cooperative projects in other fields with these institutions. A **directory of international cooperation** will provide valuable information to use the university’s international network.

Targeted initiatives at university level will also fuel the internationalization opportunities:

- **announcements for academic positions at international level;**

SUBMISSION FORM

- **partnerships with French high schools abroad**, within the scope of an initiative of the French Senator Ferrand, especially in Japan (Tokyo) and Germany (Freiburg);
- a reinforced **language teaching policy** for foreign academics and students to ease integration for incoming and mobility opportunities for outgoing students and faculty.

Finally, the proposed **IdEx instruments** themselves will strongly contribute to the international policy objectives (sections 3.3.1 and 3.3.2.2): the Institute for Advanced Studies, the “Red carpet” facility, the International PhD program, the Schools of excellence... Naturally, recruitments of faculty on IdEx and LabEx chairs will follow most rigorous international standards (international advertising, ad hoc committee with 50% of foreign referees, letters of reference, lectures *in situ*...). As a result, the university’s faculty and students’ community will be more international by 2020, with targets of:

- **20% of foreign academics** within the whole university and **40% of Principal Investigators** within the excellence perimeter;
- **25% of foreign students** within the university and **35% within the excellence perimeter**.

2.3. RECOMMENDATION N°3 “DEVELOP FURTHER LINKS TO LINKS TO EXTERNAL INCLUDING WITH THE PUBLIC SECTOR”

RECOMMENDATION N°8: “CONSIDER WAYS OF INCREASING CONTRIBUTIONS FROM RESEARCH ORGANIZATIONS AND EXTERNAL PARTNERS”

Related criteria	<ul style="list-style-type: none"> • Economic partnerships, result exploitation and technology transfer 	B
Related general recommendations	<ul style="list-style-type: none"> • Define a solid and credible budget that includes estimates on co-financing from industry and formal commitments from partners and taking into account the precise definition of the perimeter of excellence 	
References to updated sections	3.2.1.3, 3.2.1.5, 3.3.3.1, 3.3.4, 3.4.2 (pages 29,30, 32, 55, 60, 61, 69,70)	

Existing partnerships and cooperation - Over the years, the partnerships developed by the university with external partners, both public and private, have produced a dense ecosystem based on mutual trust and commitments, and marked by:

- **A strong connection with research organisations** - The University of Strasbourg benefits from the second largest site of the CNRS outside the Paris area. In financial terms, the average contributions of research organisations amount to 175 M€ a year (compared to the university operating budget of 430 M€). The first convention between the CNRS and a French university was signed with the University of Strasbourg, and the CNRS and the Inserm have been actively participating in the “Conectus Alsace” network for technology transfer since 2006. The three IdEx partners are currently implementing a progressive pooling of support functions such as European contract management or structures to welcome foreign researchers (a first in France);
- **A unique organisation for the regional innovation system** - The Conectus Alsace network was the first organisation in France to incorporate all regional public technology

SUBMISSION FORM

transfer services, and it has created in 2006 the first “proof of concept” fund in France (over 4.5M€ from central, regional and local governments). It has also mapped out research activities to help private actors identify research capacities and set up other tools like standard agreements, which help foster collaboration between public research and private R&D. This success was also made possible by the consistency between the university strategy, the Regional Innovation Strategy and the Strasbourg 2020 strategy;

- **A proven track record in financial contributions from the private sector** - As a result, since 2005, joint public-private research programs have amounted to 500 M€, including 350 M€ from private investments. Moreover, our Foundation was one the first university foundations to be created in France (2008) and its first fundraising campaign has gathered more than 7.9 M€, which was ranked first in university foundations performance in France (*Le Figaro*, February 18 2011);
- **A dynamic reinforced by recent successes in the “Investissements d’avenir” projects** (IHU, Institut Carnot, SATT... see section 3.2.2). In terms of technology transfer, the objectives of the SATT are to triple the number of submitted patents as well as the number of successful transfer projects supported. In terms of joint private-public research, the first successful projects of the university such as LabEx and IHU include contributions from the private sector and local public authorities estimated at about 600 M€ over the next ten years (including 350 M€ from the LabEx projects).

The IdEx “package” to private actors in terms of technology transfer, fundraising, and continuing education - “Breaking down frontiers between the academic and economic worlds” is one of our IdEx five strategic priorities: three IdEx instruments have been specifically designed to have a structural impact on the capacity of the university to secure increased contributions from the private sector:

- the “University-to-job transition” instrument has been upgraded in the present project to include the development of the alumni community, thereby substantially increasing its outreach to the private sector;
- the “Regional integrated organisation for research-based economic development” will build on the SATT success to act as a strategic consortium to develop structuring cooperative projects;
- the “Continuing education” instrument will build on the university’s position as a top notch provider in France to further adapt its offer to increasing competition.

Conectus Alsace and the University Foundation already coordinate their actions on a weekly basis so as to ensure consistency and cross-selling of this package. Two representatives of the private sector have been included in the IdEx Steering Committee to ensure the success and outreach of this package.

Beyond these specific instruments, most of the IdEx instruments by themselves are expected to increase contributions from external partners, as for instance with the fundraising ambitions of the “Schools of excellence” or the systematic matching funds from public and private actors for the IdEx socio-cultural intervention fund, the perimeter of which has been enlarged to scientific culture.

The IdEx Steering Committee, a catalyst for the overall strategy of the academic partners -
The shared scientific policy between the University of Strasbourg, the CNRS and the Inserm is one of the strongest in France³. As full members of the Steering Committee, the research organisations will leverage their own tools such as PhD grants, sabbatical positions, Post-doc contracts and chairs, e.g. “ATIP Avenir”, to reinforce IdEx’s instruments and contribute fully to the joint strategy (section 2.5).

More generally, the role of the University of Strasbourg in the public sector in Alsace is growing: the University of Haute Alsace (UHA) is a partner in a few projects in recent applications (LabEx, SATT, Institut Carnot) and the Boards of both universities have recently decided that the UHA would be linked to UNISTRA in a near future. Moreover the University of Strasbourg has recently proposed to design the “Alsace Cluster for Higher Education and Research” which should gather all the public regional actors (Engineering schools, Arts schools, Technology transfer and innovation agencies, Cultural institutions...) around the university.

2.4. RECOMMENDATION N°4: CONTINUE CONSOLIDATING THE RECENTLY MERGED UNIVERSITY

Related criteria	<ul style="list-style-type: none"> • Governance credibility and efficiency • Governance: ambition, identity, transformation and structure • Procedures and management • HR policy 	<p>A</p> <p>A</p> <p>A</p> <p>A</p>
References to updated sections	3.2.3.2, 3.3.5.1 (pages 39,40, 64)	

The three Strasbourg universities merged in 2009 and the University of Strasbourg as such is now fully operational. Our functional lines (finance, human resources, IT...) are completely integrated. We have created new tools to foster modernization: a performance management department and a development and prospection unit. During the last 12 months, a united academic portfolio has been elaborated and agreed on by our faculty with significant innovations (see 2.1 supra); it will replace the former universities’ portfolios by September 2013. The collegiums are now in the process of designing the 2013-2017 research strategy (see 3.2.3.2).

The university structure is based on the subsidiary principle and is articulated at three levels:

1. Schools, departments and research units for academic management and research development;
2. Collegiums at the strategic level: they bring high level support and expertise to departments and the Scientific Council; they promote interdisciplinary approaches, mutual understanding and coordination;
3. University: sets overarching rules, manages talent, allocates funding, monitors performance and evaluation, and sets the institutional strategy.

³ See letters joined in annex

SUBMISSION FORM

The University of Strasbourg can now capitalize on its homogenous governance to raise its ambition and transform its culture. The IdEx “Beyond frontiers” is a major tool in this ongoing process and will drive innovation through:

- an ambitious and coherent talent management policy: as a faculty employer, the university will use all available levers of talent management in order not only to recruit the most promising and relevant talents through highly attractive chairs, but also to make sure they develop in a thriving environment and set examples for the entire faculty;
- a dynamic transformation instrument to streamline our structures and exploit synergies: university structures are the result of a long history that need to be taken into account. However, the University of Strasbourg will create incentives to promote innovative projects such as schools and department mergers, empowerment of collegiums and streamlining of functional lines, in order to enhance their effectiveness and efficiency. We are confident that “Synergies” will be a powerful tool to accelerate transformation where conditions are met. Such a tool will progressively trigger a long term dynamic, as transformation will bring success that will generate emulation: this is not only about reducing the number of academic structures by at least 30%, it is about transforming the university into a reactive entity that rises to new challenges and opportunities.

2.5. RECOMMENDATION N°5: CLARIFY STAFFING AND TASKS OF STEERING COMMITTEE

Related criteria	<ul style="list-style-type: none"> • Governance credibility and efficiency • Governance : ambition, identity, transformation and structure • Procedures and management • Resource allocation system 	<p>A</p> <p>A</p> <p>A</p> <p>B</p>
Related general recommendations	<ul style="list-style-type: none"> • Define how full audit of financial and management systems will be undertaken and included in project management 	
References to updated sections	3.4.2, 3.4.3 (pages 69-72)	

The Steering Committee is composed of only **13 members representing the key actors of the site**, namely: 4 representatives of the university (the president and 3 vice-presidents), 1 representative each from the CNRS, the Inserm, the Strasbourg University Hospital and the University Foundation, 3 highly qualified academics and 2 members from the business world.

The highly qualified academics and the socio-economic actors will be proposed by the president and confirmed by the University Board for a mandate of three years. The Steering Committee will be chaired by the President of the university and a “General Delegate” will prepare and attend its monthly meetings.

The Steering Committee has **three core missions**:

- Implementation of the IdEx: to design and run the calls for projects, to set up agreements with the IdEx structures within the university (eg. LabEx, SIAS...), specifying the

SUBMISSION FORM

objectives, the means and the evaluation procedures, and to monitor their implementation and impact;

- Coordination of all the “Investissements d’avenir” projects of the university beyond the IdEx itself: to coordinate the different projects attached to the university (IdEx, EquipEx, SATT, IHU...), in order to foster scientific collaborations and impact;
- Catalyst for the wider strategy of the IdEx partners in Strasbourg: To act as a “clearing house” to answer rapidly to funding needs by centralizing requests, sharing information and if need be pooling resources, and to serve as a catalyst to develop the partners’ joint strategy for the site of Strasbourg.

The Steering Committee will perform these tasks **under the strategic guidance of the University Board**, which holds final responsibility for the academic and socio-economic impact of all the “Investissements d’avenir” projects of the university. It will be **established by July 2011** in order to ensure early coordination between the “Investissements d’avenir” projects selected in Strasbourg.

Resource allocation system - Two main schemes have been foreseen for the allocation of IdEx resources within the university, depending on the instruments:

- Internal calls for projects will not only be used to allocate “red carpet” chairs and PhD fellowships or for accessing the socio-cultural intervention fund, but also to manage more complex instruments with a structural impact on the university (such as Degrees and Schools of excellence, or Synergie²). The design of each call for projects will be proposed by the Steering Committee for validation by the University Board. The projects submitted will be ranked by the collegiums, and the Steering Committee will submit a decision proposal to the University Board;
- Contractual agreements with internal structures will be used for the other instruments of the IdEx (LabEx, SIAS...). For each structure, these internal contractual agreements will define its objectives, resources, internal procedures, and will include provisions for an annual evaluation. They will be designed by the Steering Committee and approved by the University Board. They will allow the Steering Committee to monitor the implementation of these instruments in respect of scientific and management autonomy of the structures.

Quality control and audit - The creation of the IdEx Financial Supervisory Committee is a clear signal that quality control and financial auditing is a priority for the University of Strasbourg and its partners. Quality control and audit have been designed at two levels:

- Annually, a demanding quality control and financial audit will be based on the activity report of the General Delegate and a financial audit, with a specific attention on the level of funds invested by the IdEx partners and the concentration on the perimeter of excellence. Both the report and the audit will be analysed by the Financial Supervisory Committee and the Strategic Orientation Committee, which will submit recommendations to the University Board;
- Every three years, an in-depth review of the IdEx will be conducted on its scientific, management and socio-economic dimensions. This analysis will also seek to assess the transformative impact of the IdEx management processes on the university as a whole. It

SUBMISSION FORM

will be analysed by the Financial Supervisory Committee and the Strategic Orientation Committee for advice to the University Board.

2.6. RECOMMENDATION N°6: REFLECT ON INDICATORS FOR EVALUATION AFTER THREE YEARS

Related criteria	<ul style="list-style-type: none"> Quality of the roadmap, planning and associated milestones Procedures and management 	<p>B</p> <p>A</p>
Related general recommendations	<ul style="list-style-type: none"> For each of the major objectives in the IdEx proposal clarify the starting point (baseline) relative to 4 year targets 	
References to updated sections	3.3 in every strategic priority (pages 43,49, 54, 60,63), 3.4.2, 3.4.3 (pages 71-74)	

Indicators and objectives - Since the submission of the pre-selection project, the University of Strasbourg and its partners have intensively worked to define indicators for each IdEx strategic objective and each instrument within. The university data and statistical service has initiated work on the availability of these indicators and the ways to produce them in a timely manner. This on-going work will be integrated in the contractual agreements with the IdEx structures (e.g. LabEx, SIAS...) and in the design of the internal calls for projects.

Monitoring will be adapted to various time frames, as implementation will be supervised from the outset, but some effects will only be perceived in the medium to long term. Focus will therefore span as well the implementation of the projects and instruments, their long-term results and the wider socio-economic impacts.

Indicators and associated levels of ambition at three and ten years have been included at the beginning of each strategic priority below (section 3.3).

Roadmap and planning - The implementation of the IdEx project has been conceived as a gradual process so as to derive early benefits on quick-wins, ensure maximum relevance and coherence in the implementation and draw lessons learned progressively. Three phases have been identified in the project planning outline:

- First phase - Program operational design (first semester): the university will first focus on setting up the few new committees and the management cell; on internal communication in order to inform and mobilise its academic and administrative staff; on the design of the internal calls for project, the definition of the selection process; and on the contractual agreements with the IdEx internal structures. It will also work, in coordination with the ANR, on finalizing the set of indicators, the associated targets, on the baseline (year 1 reference points for indicators) and on the reporting processes and formats;
- Second phase - Full implementation within the first two years (semesters 2 to 4): the first calls for project are expected to be launched at the beginning of the second semester, and a complete first round of calls for proposals (i.e. one call for each instrument) is expected to have been launched in the first 18 months of the project. Internal reporting will feed in the General Delegate’s annual activity report and annual financial audits by external experts

SUBMISSION FORM

will check the financial management. Both will be analysed by the SOC and the FSC and presented by the Steering Committee before the University Board;

- Third phase - Continuing implementation and supervision (from semester 5 onwards): each instrument will follow the calendar and meet the targets set in the internal calls for projects and contractual agreements. On top of the annual activity report and external financial audit, an in-depth assessment of the IdEx implementation is foreseen every three years, starting at the end of the third year (i.e. after the first complete round of calls has been launched), with an audit of the financial, management and scientific dimensions of the project, in order to draw lessons, identify best practices, improve the implementation and prepare for the ANR evaluation foreseen in the fourth year (see section 3.4.2).

The present project has been significantly upgraded on the project planning outline, in particular with a zoom on the first year (see section 3.4.3), in order to identify the priority actions to be implemented, should the IdEx be successfully assessed by the international jury, so as to ensure a fast and timely implementation of the project.

**2.7. RECOMMENDATION N°7: UPDATE RESOURCE ALLOCATION
 TAKING INTO ACCOUNT RESULTS OF IA COMPETITION**

Related general recommendations	<ul style="list-style-type: none"> • Restructure the proposal to reflect the successful Investissements d’avenir projects (LabEx, EquipEx, IHU, SATT) including projects for future resubmission • Define a solid and credible budget that includes estimates on co-financing from industry and formal commitments from partners and taking into account the precise definition of the perimeter of excellence
References to updated sections	3.2.2, 3.5.1, 3.5.2 (pages 35, 36, 75-78)

The IdEx budget has been updated so as to include the LabEx financial envelopes in the overall capital grant requested. Both the LabEx selected in the first round and those which will be submitted in the second round have been taken into account. For the applications that would not be successful, the IdEx will not provide automatic funding at the requested level, thereby respecting the decision of the LabEx jury. However, the research teams involved will still be included in the perimeter of excellence (pending a formal decision of the University Board based largely on the detailed evaluation of the jury) and, as such, will benefit from a “privileged” access to the internal calls for projects.

The IdEx budget has also been modified taking into account inflation estimates (at the rate of 1.3% per year, just below the average rate of inflation in recent years).

3. DETAILED DESCRIPTION OF THE PROJECT – SELECTION PHASE

3.1. AMBITION AND STRATEGY OF THE PROJECT

3.1.1 THE UNIVERSITY OF STRASBOURG, A MULTIDISCIPLINARY RESEARCH UNIVERSITY OF EXCELLENCE

With 2,400 full-time lecturers and researchers, the University of Strasbourg is, together with its partners, **the first French university in terms of its overall impact factor** (Thomson Reuters 2008, OST 2010) and the first university outside Paris in the 2010 Shanghai ranking. In natural sciences, the university has particularly excellent results, chiefly in chemistry, fundamental biology, engineering sciences and physics.

The University of Strasbourg offers **academic programs in all scientific disciplines**, with a particular focus on multidisciplinary approaches. Our university also has a strong commitment to **technology and knowledge transfer**, e.g. it ranks second nationally in lifelong learning and it is a founding member of the international cluster Biovalley, one of the most important clusters in biotechnologies and health services in Europe.

The University of Strasbourg is also a founding member of the League of European Research Universities (LERU) which gathers 22 leading universities that share the values of high-quality teaching within an environment of internationally competitive research. Our university is also distinctive through its shared history between **French and German** influences. This history naturally binds us to the Upper Rhine region, which concentrates a core academic potential in Europe: we have developed strong links with the universities of Basel, Karlsruhe and Freiburg.

The **international** dimension is in this respect an essential part of our culture and nearly a second nature. Its **attractiveness** is attested by the fact that nearly 30% of our 42,000 students come from other regions (40% for masters and PhDs) and a further 20% come from abroad (up to 50% for PhDs). Along with any highly recognized university in Europe, the University of Strasbourg faces four key challenges:

- strengthen its position as a research intensive leader;
- reach the highest standards in education;
- be an international player;
- be a committed actor open to the society.

The internationalization of higher learning and research has intensified competition for attracting and retaining the most talented. In this context, we must overcome some constraints tied to the relative rigidity of the French higher education and research system, e.g. in HR regulation and salary scales, or lack of funding for chairs and international promotion, and the demographic challenge of significantly renewing our scientific leaders in the coming years.

SUBMISSION FORM

In terms of curriculum, the challenge is to propose a better segmentation and visibility of our degree courses: the University of Strasbourg has at present more than 100 bachelor degrees and 200 master degrees, which makes it difficult for top students, especially foreign ones, to identify the degree that corresponds to their aspirations.

Moreover, although the University of Strasbourg is one of the French universities most open to outside partnerships and outreach (see 2.3), there is still significant room for improvement in terms of partnerships, especially with employers and alumni.

In short, the University of Strasbourg needs to become more performance oriented and responsive to compete in the league of the top 20 European universities. In the recent past, it has shown its capacity to adapt quickly to changing conditions and has been a precursor in the transformation of the French university system:

- In 2009, the University of Strasbourg made its mark on the French academic landscape with the **merger of the three universities**. This successful merger has empowered our university with robust governance to pursue its transformation, streamline its capabilities and increase the quality of its activities in all areas;
- The University of Strasbourg has made the most of **autonomy**: it has been one of the first French universities to switch to autonomy. A differentiated HR policy has been developed, with “Excellence bonuses” targeted to the most talented researchers and a system of course load reduction for promising young lecturers boosting their scientific production;
- **Strategy and performance** cultures have been reinforced thanks to the creation of a performance management department and a prospecting and development unit.

Through its historic development since 1621 and recent transformations, the University of Strasbourg has shown that its application for the Excellence Initiative call for proposals is entirely legitimate and credible. It is well positioned to seize the opportunities of the knowledge economy and society and make the most of IdEx funding.

3.1.2 OUR AMBITION: “BEYOND FRONTIERS”

The university’s ambition is to strengthen its position as a reference in innovative research and teaching in Europe. Its mission is to push back the frontiers of knowledge and contribute significantly to economic development and social progress. The University of Strasbourg aims to be “beyond frontiers”, which means

- **be positioned among the 20 leading European universities** in terms of research, teaching and knowledge transfer in most international rankings;
- **strengthen its European, especially French-German, identity**. That is why our project associates the German *Exzellenzinitiativen* Karlsruhe Institute of Technology and University of Freiburg, with which we have recently signed strategic partnerships.

SUBMISSION FORM

This ambition has been translated into five strategic objectives designed to meet the university's key challenges:

- Surpassing research frontiers through interdisciplinarity and international attractiveness;
- Transcending education frontiers in terms of excellence, innovation and outreach;
- Breaking down frontiers between the academic and economic worlds;
- Going beyond frontiers between sciences, culture and society;
- Crossing a new frontier in university management.

3.1.3 OUR TRANSFORMATION MODEL: A STRUCTURAL ADJUSTMENT

In order to meet these objectives, the university has opted in its "Initiative d'excellence" for a coherent system of "instruments". Such **structural instruments** will allow for the **continuing development and renewal of excellence**, whereas a mere collection of projects produced from the outset would severely constrain the strategic leverage effects and run the risk of setting into stone scientific orientations which could become rapidly outdated.

These instruments have been structured around the five strategic priorities of the university and devised to achieve its ambition. They meet the following key requirements for a successful transformation in a decentralized organisation:

- **Systemic**: they embrace all fields of university' activities and management as proper transformation needs to be systemic and coherent. As an integral part of the university, the IdEx will rapidly influence the university's own processes and culture;
- **Based on internal emulation**: these instruments strongly rely on internal emulation that will trigger a strong transformation dynamic across the university as a whole. Indeed, most of these instruments will be implemented through **internal calls for proposals based on rigorous criteria, transparent selection process and external expertise**. The quality of these resources allocation tools is vital to ensure that resources are concentrated on the most talented teams promoting high potential, cutting edge projects;
- **Focus on excellence**: the level of IdEx funding per researcher will be 4 times higher inside the excellence perimeter than outside. The increased activity within our excellence perimeter will enhance the university's attractiveness and provide models of excellence for the university as a whole;
- **Critical mass**: it is vital to avoid a dispersion of available funding. The calls for proposals will focus funding on highly visible projects that will raise the university's international profile and generate traction within the faculty;
- **Responsiveness**: their implementation will follow strong requirements in terms of flexibility and reactivity so that IdEx management runs at the same pace as the most dynamic teams;
- **Internationalization and networking**: our strategy emphasizes partnerships and research and facilities networks. In this respect we are supportive of the national platform project ISTEEX for scientific numerical resources;
- **Leverage**: the university also aims to mobilise and generate significant external resources through the IdEx, thanks to its partnerships with both local authorities and private firms, and through a development of public and private research contracts.

SUBMISSION FORM

The means of the IdEx programme will be mainly focused on an initial perimeter of excellence that the University of Strasbourg has defined by the contours of its LabEx projects. This perimeter is both **highly selective** (comprising only one third of its lecturers and researchers) and **multidisciplinary**, by including research teams in all the three main disciplinary sectors of the university. The topography of this perimeter delineates the priorities of our development strategy which are currently being defined in the framework of its 2013-2017 research and education strategy:

- **to reinforce our excellence in the fields where we have solid competitive advantages**, to cross new scientific frontiers in Life sciences and Health, Natural sciences and Technology, Social sciences and Humanities;
- **to foster interdisciplinary approaches** between hard sciences, social sciences and humanities, particularly in relation to complex issues as sustainable development, healthcare or European integration.

The University of Strasbourg is also keenly aware of the importance of developing new domains of excellence in the future. In order to enhance emulation and pull effects, which guarantee our vitality, this perimeter of excellence will be submitted to a periodic reassessment. In addition, the instruments implemented within the framework of "Initiative d'excellence" programme will be opened to all research teams of the university and 30% of the sums will be allocated to teams that are not (yet) part of the perimeter of excellence but have clearly demonstrated their potential.

3.2. STRUCTURE AND CHARACTERIZATION OF THE INITIATIVE OF EXCELLENCE

3.2.1 PRESENTATION OF THE UNIVERSITY OF STRASBOURG

The origins of the University of Strasbourg reach back to the 16th century and it has steadily developed throughout its history all while cultivating a strong European, humanist and research-based identity. In the wake of 1968, the University of Strasbourg was divided into three different universities with complementary academic focuses, as many other universities in France. On January 1 2009, it was the first and, up to now, the only French university to have re-merged as a single, truly multidisciplinary university.



The University of Strasbourg dates back to the foundation of a protestant Gymnasium by Jacques Sturm in 1538. It was recognised as a full-fledged university in 1621 and gradually became a leading centre of European intellectual life, with prominent members or students (Goethe, Metternich...). It saw an exceptional development under the German Empire after 1871 with the building of several reference libraries, museums and institutes and has counted 17 Nobel Prize winners among its faculty. Its development has continued in the 20th century, most notably with a very strong implication of French national research organisations such as the CNRS and the Inserm.

SUBMISSION FORM

Located within a bicultural geographic area, the University of Strasbourg is European by nature and international by design. With more than 42,000 students, it is furthermore the beating heart of Strasbourg, the hub of Alsace and a capital of the European Union. The city is indeed an international centre, with a strong diplomatic and media presence and outstanding transport infrastructures connecting to the whole of Europe. It is home to the European Parliament, the Council of Europe, the European Court of Human Rights and the European Science Foundation.

The University of Strasbourg can be defined by three main characteristics:

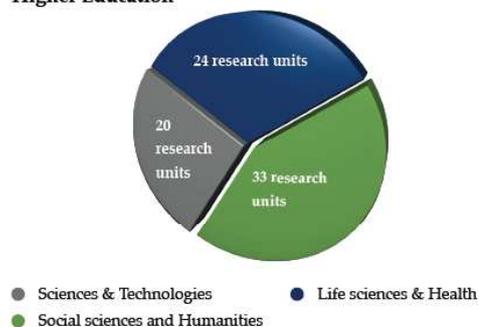
- a European university rooted in history;
- a multidisciplinary research-intensive university of excellence;
- significant international attractiveness and cooperation.

3.2.1.1 EXCELLENCE IN RESEARCH

A MULTIDISCIPLINARY RESEARCH-INTENSIVE UNIVERSITY

The main strength of the University of Strasbourg stems from its active involvement in virtually every scientific discipline. Many of its research teams have a worldwide reputation in domains such as Life Sciences & Health, Chemistry, Physics, Materials & Nano-sciences, Earth and Universe Sciences, Mathematics, Engineering, but also Humanities and Social Sciences.

77 research units in all the disciplinary areas of Higher Education



“Blue sky” research is a major asset for the university's development. Research activity at Strasbourg is structured around 77 “research units”⁴, the driving force of the institution, with over 2,400 faculty members and “permanent researchers”⁵ and 2,000 support staff. More than 40 of its research units are associated with national research organisations such as the CNRS, the Inserm or the INRA*.

PhD programs are run by ten Doctoral Schools, each with their own academic area and maintain strong relations both to the research teams where PhD students work on a daily basis, and to the “European Doctoral College”, which is a host and support institution for the best international PhD students (see section 3.2.1.2 hereunder).

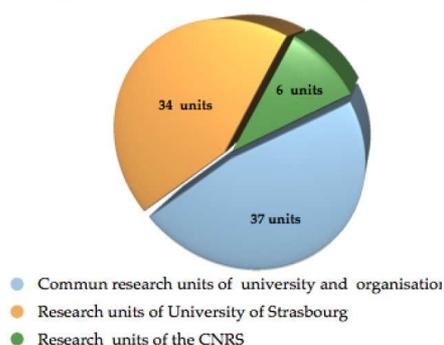
⁴ In the French Higher Education and Research system, a “research unit” is a large laboratory or an institute, often multidisciplinary, where many principal investigators and support staff are gathered typically around a given theme. The research units can be funded jointly by the university and a national research organisation, or be funded only by the university, in which case it is comprised of university faculty and support staff

⁵ “Permanent researchers” are typically scientists on the payroll of a national research organisation. When located on a campus, they participate in the campus life in the same way as university faculty except that they are not required to teach. Many teach and hold responsibilities such as participating in University Councils, directing research units, etc.

SUBMISSION FORM

Partnerships with national research organisations – The excellence in research in many academic sectors has been made possible by strong partnerships with the national research organisations, in particular the CNRS and the Inserm:

Strong partnerships with national research organisation



- **The second largest scientific involvement of the CNRS outside the Paris area:** concentrated in the 1950s and 1960s in physics and mathematics, the partnership now covers all major disciplines of the CNRS with more than 40 research units and 1,245 researchers and support personnel on CNRS payroll. The first convention of the CNRS and a French university was signed with the University of Strasbourg, testifying to the strength and confidence of this relationship.

In the field of Social Sciences & Humanities, the CNRS is partnered with the university in the “Maison Interuniversitaire des Sciences de l’Homme – Alsace” (MISHA*), a host and support structure concentrating in particular on studies in Ancient history and European studies. In Chemistry and other related fields such as Physics, Material Sciences, and Life Sciences, the CNRS has co-founded with the university a “Réseau Thématique de Recherche Avancée” (RTRA*), the only excellence research centre of this type awarded in chemistry by the French ministry of Higher Education and Research.

- **A strong partnership with the Inserm**, with 10 research units associated primarily with the university hospital and the Faculty of Medicine. Among them, one should note the presence of prestigious research institutes in Molecular and Cellular Biology, in Virology or in Neurosciences.

The University of Strasbourg has also shown in the recent years a **strong capacity to raise research funding** from public and private sources:

- A total of 21.6 M€ in research funding from public institutions in 2009 (regional, national and European sources);
- A major involvement in European Framework Programs, with 18.65 M€ in the FP6 and **61.31 M€ in the FP7** (including integrated projects and cooperation projects), as well as in FEDER programs (1.89 M€ in the current INTERREG for instance).

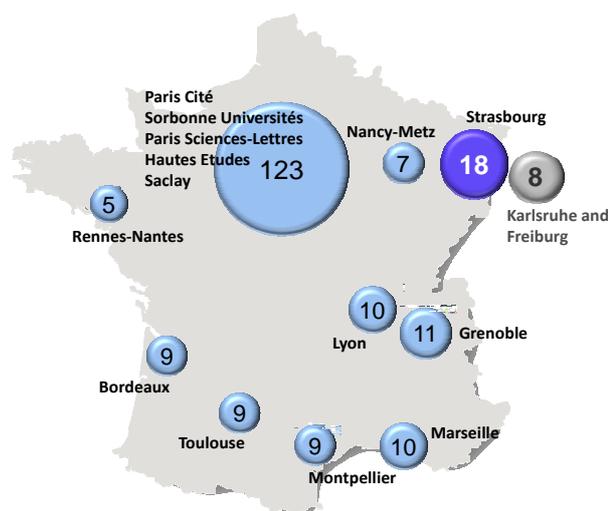
EXCELLENCE IN RESEARCH AT THE INTERNATIONAL LEVEL

The University of Strasbourg is one of the leading French research-intensive universities as shown in international rankings, but also through bibliometric indicators (when relevant) or when looking at national and European academic distinctions:

- **First French university outside the Paris area in the Shanghai University Ranking 2010** as well in the ranking of the Taiwan assessment agency; first French university in Chemistry (worldwide rank 14, the only French university in the top 100); first French university outside Paris area in Mathematics (worldwide rank 77-100);

SUBMISSION FORM

- **Second French institution (and first university) outside the Paris area in the QS World University Ranking 2010**, it also ranks in the worldwide top 200 in Natural Sciences, Arts & Humanities, Life Sciences & Medicine;
- **First institution in France for the impact factor of its scientific publications** (Thomson Reuters bibliometric indices, 2008, OST 2010). Outstanding disciplines in this respect are Chemistry, Material Sciences, Fundamental Biology, Engineering Sciences (first national rank) and Physics (second national rank);
- **4th French institution in the number of CNRS Medals** (all disciplines) **and members of the “Institut Universitaire de France” (IUF*)**, with half of them from Social Sciences and Humanities;
- **One active Nobel Prize winner**, Prof. Jean-Marie Lehn (Chemistry, 1987), 14 members of the French Academy of Sciences and 5 professors of the “Collège de France”;
- **2nd French institution for the number of European Research Council (ERC) grants** with 18 advanced and starting grants (as of 2010), as shown on the map below:



EUROPEAN RESEARCH COUNCIL GRANTS 2008-2010

The most recent assessments of the AERES*, the National Agency for Research and Higher Education Evaluation, in 2008 have highlighted a globally positive assessment of research at the University of Strasbourg with almost 50% of the research units ranked A or A+ (on an A+ to C scale). At an individual level, the assessments of AERES confirm a very positive ratio of the activity of research staff, with 70% lecturers and researchers identified as “actively publishing”, 2/3 of which are members of A and A+ research units (or about 1,200 active researchers in A or A+ research units).

EXCELLENCE IN THREE ACADEMIC DOMAINS

Excellence in research at the University of Strasbourg is present in all the three academic sectors distinguished below, with the strongest position in the fields of Sciences & Technologies, and Life Sciences & Health.

Sciences & Technologies - A brief overview

Sciences & Technologies hold a premium position within the university with several key disciplines. This domain encompasses 20 research units, among which 16 have been rated A or A+ by the AERES. 10 faculty members belong currently to the IUF.

This field is especially recognised in Chemistry with Prof. Jean-Marie Lehn, Nobel Prize, and the founder of the ISIS* Institute. Chemistry in Strasbourg is the only French Excellence Institute (RTRA) in this discipline and is ranked the 14th worldwide in the Shanghai University ranking (it is the only French university in the top 100).

Physics (2nd national Impact Factor), Engineering Sciences (1st national Impact Factor) and Mathematics (1st university outside Paris area in the top 100) are the other leading disciplines. Finally the interdisciplinary domain on Materials and Nano-sciences, combining Chemistry and Physics is particularly dynamic in Strasbourg.

SCIENCES & TECHNOLOGIES (2008)	SPECIALISATION INDEX			SCIENTIFIC PRODUCTION (WORLD PART - ‰)			IMPACT FACTOR		
	UNISTRA	FRANCE	NATIONAL RANK	UNISTRA	FRANCE	NATIONAL RANK	UNISTRA	FRANCE	NATIONAL RANK
Chemistry	1,72	0,99	1 st	2,06	38,6	3 rd	1,66	1,12	1 st
Engineering Sciences	0,46	0,99	22 nd	0,80	41,4	11 th	1,46	1,07	1 st
Physics	0,91	1,13	12 th	1,43	47,5	7 th	2,52	1,10	2 nd

Life sciences & Health - A brief overview

Life Sciences & Health is a key scientific domain in Strasbourg with a significant number of internationally recognised researchers. 24 research units are present in this field, with 16 rated A or A+ by the AERES. The international recognition of Strasbourg in this domain derives mainly from the work of prestigious institutes such as the IGBMC*, the IBMC* and the IBMP* as well as internationally renowned senior researchers.

The University of Strasbourg is especially recognised in Fundamental Biology, including genetics and molecular biology, and Applied Biology, including vegetal biology, with the best impact factor in France and the second national rank for the number of its IUF members. Moreover, the University of Strasbourg is strongly involved in the Alsace BioValley competitiveness cluster, which is one of the top French clusters in the health sector.

LIFE SCIENCES & HEALTH (2008)	SPECIALISATION INDEX			SCIENTIFIC PRODUCTION (WORLD PART - ‰)			IMPACT FACTOR		
	UNISTRA	FRANCE	NATIONAL RANK	UNISTRA	FRANCE	NATIONAL RANK	UNISTRA	FRANCE	NATIONAL RANK
Fundamental Biology	1,51	0,92	2 nd	1,81	46,8	5 th	1,26	0,99	1 st
Applied biology & Ecology	0,36	0,77	18 th	0,91	32,2	15 th	2,10	1,28	1 st

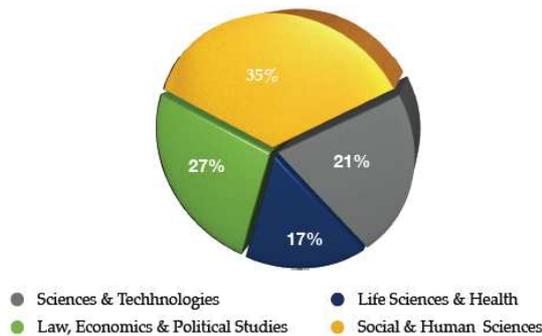
SUBMISSION FORM

Social sciences and Humanities - A brief overview

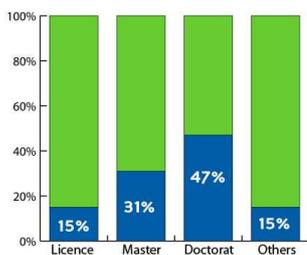
Economics & Political Studies, Law, Social and Human Sciences encompass 33 research units. With 13 rated A or A+ by AERES, they appear as the 9th AA+ researcher community in France in Economics and Political Studies and as the 16th AA+ researcher’s community in France in the other disciplines, with well recognised specialties in History, Germanic and European Studies, Arts, Languages and Literatures, Religious sciences. Research units in Law, Economics and European Studies have received five “Jean Monnet Chairs” from the European Union since 2004.

3.2.1.2 A LEADING TEACHING INSTITUTION IN FRANCE AT THE FRONTIER OF KNOWLEDGE

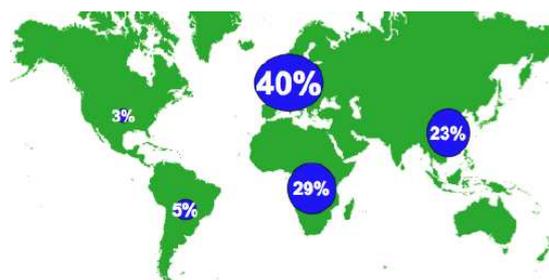
The biggest university in France: 42,260 students are enrolled at the University of Strasbourg (as of Fall 2010), including 56% undergraduate students and 44% graduate and PhD students. These are distributed in the different academic sectors as shown in the graph below:



Academic courses attractive both in France and internationally – The degrees offered by the University of Strasbourg enjoy a significant attractiveness, with 30% of the student body coming from other French regions. Our university is also a leading French university in terms of its proportion of foreign students, with 20% of our students coming from all around the world. Strasbourg is the first university in France in terms of the proportion of foreign PhD students. In attracting such students and program participants, the University of Strasbourg introduces an important element of diversity with 150 different nationalities present on our campus, thereby reinforcing the circulation of knowledge and learning through discussion and teamwork.



PERCENTAGE OF FOREIGN STUDENTS BY DEGREE



GEOGRAPHIC ORIGINS OF FOREIGN STUDENTS

SUBMISSION FORM

These ratios show that the higher the degree, the higher the attractiveness, with around 40% of students from France (outside Alsace) and more than 32% from abroad in Master and PhD taken together. It is worth noting that there is a **higher proportion of graduate students in Strasbourg than in the average French university** (38% in Master and 6% in PhD programs).

A major centre for PhD studies in France – With ten Doctoral Schools and about 2,600 PhD students (47% are foreign), PhD programs are a priority for the University of Strasbourg. Admittance to a Doctoral School is highly competitive. The University currently spends around 12 M€ a year to support PhD students, with approximately 150 PhD grants per year, while 350 other PhD students have external grants or support. In other words, the vast majority of PhD students in the experimental sciences are paid either by the university or from external grants.

In addition to several joint PhD programs, the “European Doctoral College” is a key factor in promoting the international visibility of PhD programs of the university. It is an interdisciplinary host structure managed jointly by the Doctoral Schools. It hosts about 100 PhD students from all disciplines and provides them with low-price accommodation on the campus, favouring sociability and academic exchanges, access to dedicated courses and several financial advantages (especially for travel costs). Admittance is competitive and all applicants must be registered for a PhD both in Strasbourg and in a foreign university, through the “cotutelle” scheme.

A strong multidisciplinary offer – Beyond disciplinary courses in its fields of excellence, the University of Strasbourg offers specific multidisciplinary curricula in its departments and in several schools or institutes such as:

- **Institute of Political Studies** - Founded in 1945, the Institute of Political Studies (IEP or Sciences Po Strasbourg) is the oldest IEP outside Paris. It trains a thousand students (following a five-year program) from all around the world in political science, economics, law, history and international relations;
- **Centre for Intellectual Property Studies** - The International Centre for Intellectual Property Studies (CEIPI) was founded in 1963. Since its creation, the CEIPI has been committed to training intellectual property specialists: engineers, holders of scientific degrees, legal scholars or practitioners, for a wide range of professions in the IP field, especially French or European patent attorneys;
- **Strasbourg School of Management** - The EM Strasbourg is the only management school within a university in France. It trains students to become trilingual managers to develop quality entrepreneurial skills and spirit and thereby contributes to business development.

An education strategy for the university – As a newly merged university, the University of Strasbourg has launched a wide ranging reflection to elaborate a new teaching strategy for the period 2013-2017. The curriculum blueprint was adopted by the University Board in December 2010. It is based on a large consultation, has taken into account the last AERES assessments of 2008, as well as the results of internal programs “Success for Bachelor students” and “Study support workshops”.

SUBMISSION FORM

The curriculum blueprint for 2013-2017 is built around the following objectives:

- Setting up accelerated courses for the brightest students at both Bachelors and Masters levels;
- Creating interdisciplinary and multidisciplinary programs with a major/minor degree structure at Bachelors and Master levels;
- Reinforcing the articulation between course contents and the research activities as was advised by the 2008 AERES assessment;
- Better adapting our curriculum to the requirements of the workplace of tomorrow and to student demand;
- Developing the international dimension of the curriculum by proposing more lectures and seminars taught in foreign languages;
- Fostering a sharing of courses between different Masters programs in order to reinforce multidisciplinary and gain leeway to create new innovative courses;
- Relying heavily on innovative pedagogic methods and digital tools;
- Developing the relations and exchanges with alumni in order to facilitate the orientation of new students and the access to the workplace, as well as reinforce the international attractiveness of the university.

The “Excellence Initiative” represents a key instrument and a catalyst to facilitate and accelerate the implementation of this ambitious curriculum blueprint.

3.2.1.3 A RECOGNIZED COMPETENCE IN TECHNOLOGY AND KNOWLEDGE TRANSFER

A dense technology and innovation ecosystem - The University of Strasbourg has a strong commitment to strengthen its relationships with its partners in the business world, with the aim of contributing to the economy through co-development and exploitation of research results.

The Alsace region offers a very favourable and strongly internationalised environment for technology transfer, with 5 competitiveness clusters and 6 regional technology transfer centres, which **ranks first in France in relation to the population**. It is one of 6 regions in France (out of 22) in which public R&D represents over 40% of total R&D spending. Over the years, academic, public and private actors have developed a dense ecosystem based on mutual trust and commitments, and marked by:

- a strong strategic convergence, perceptible for instance in the coherence between the strategic orientations of the University, the Regional innovation strategy and the Strasbourg 2020 strategy;
- a significant financial commitment to research, technology transfer and higher education by local authorities and private actors;
- strategic partnerships on specific projects such as a “Pôle de Propriété Intellectuelle” (University-CEIPI, IEEPI) and performing competitiveness clusters, for example. This approach is confirmed by **a series of successes in the recent applications: IHU, Institut Carnot, SATT...**

SUBMISSION FORM

Leading and innovative technology transfer structures - The high level of integration of the innovation ecosystem makes Alsace a benchmark in France in this vital area. This is due to a remarkable collaboration involving:

- the Conectus Alsace network, which was one of the first structures developed in a French university incorporating all regional public technology transfer offices (including the universities of Strasbourg and Haute Alsace, the Engineering Schools, the CNRS, the Inserm and the Strasbourg University Hospital). This structure strives to promote and develop applied research and to facilitate partnerships with economic and institutional actors. It was **the first organisation in France to set up a “proof of concept” fund** (over 4.5 M€) in 2006. It has also mapped out research activities to help private actors identify research capacities and set up other tools like standard conventions to help foster collaboration between public research and private R&D. The Conectus Alsace network **prefigures the SATT** which was successfully selected in the framework of the “Investissements d’avenir” programme and which will merged all the technology transfer offices (TTO) in Alsace, with a view to triple the number of patents as well as the number of successful transfer projects supported;
- a network of competitiveness clusters such as **Alsace Biovalley**, a world-class cluster on biotechnologies and medicine, which associates businesses, technology transfer centres and research institutes;
- the development of SEMIA, an outstanding **regional start-up incubator service**;
- a strong partnership between the university and the Inserm, the only one of its kind in France, in which the university TTO manages all private research contracts for the Inserm.

Substantial and convincing achievements - Thanks to this structure, the quality of the research activities and the strength of relations to the private sector, **joint public and private research programs have amounted to 500 M€, including 350 M€ from private funds since 2005. Between 2006 and 2009, research contracts with the private sectors have increased by 60%**. Out of 25 projects supported by the proof of concept fund and already completed, 12 firms have been created, 3 are being created and 3 licenses have been granted to private actors.

The new potential - The IdEx project will build on these achievements and on the successes in its SATT, IHU and Carnot “Investissements d’avenir” projects to move to a unique, ground-breaking integrated regional organisation for research-based innovation to meet the challenges of the 21st century.

3.2.1.4 ACADEMIC FACILITIES, SOCIAL AND CULTURAL LIFE ON THE CAMPUS

ICT policy and language facilities – The university campus is already well equipped with computer rooms, Wifi access and multimedia terminals as well as wide-ranging electronic resources available for students and staff through their personal "digital workplace", with access to e-mail, online learning tools, virtual library, campus news and administrative services. The University of Strasbourg has been the first French university to finalize its ICT

SUBMISSION FORM

policy, adopted in January 2010, to improve digital infrastructures for all members of the university community and to develop digital uses.

The University of Strasbourg, offers language courses in 25 languages and training in French for foreign students, and provides further support through "Language Resource Centres". Our university certificates accreditations for languages skills, which enhance the students' mastery of many languages and facilitate multilingualism.

Libraries – The library network of the university consists of 31 libraries, with almost two million volumes and more than 27,000 periodicals and data bases covering all disciplines. Moreover the National University Library in Strasbourg (BNU), the second largest in France, is associated with the university and contains more than three million volumes, covering in particular Social Sciences, Humanities and Law. The BNU is particularly renowned at the international level for its collections on Antiquity, Germanic languages and culture, and Religious studies.

Social & cultural life – Cultural life is animated by a cultural service of the university which organises and sponsors many events throughout the year. Culture on campus benefits from a university orchestra, a university theatre troop, a WebTV channel and associative activities (chorus, film club, multiple sports clubs ...) as well as optional art courses (poetry, photography ...). The university supports student associations, encouraging them to enrich life both on the campus and in the local community. Specific procedures and facilities are in place to welcome and integrate foreign students and a House for international students is planned in the framework of the "Opération Campus" of the university (see below).

Cultural life also derives substantial benefits from the location of the main campus in the city centre. In order to facilitate student access to cultural events in the city (concerts, exhibitions, theatre performances, master classes ...), the University of Strasbourg has developed partnerships with cultural institutions, such as the Opéra du Rhin, the Théâtre National de Strasbourg and the Fonds régional d'art contemporain. An innovative student "Culture Card" offers discount access to a large number of cultural events such as concerts or movies and free admission to several museums.

The University of Strasbourg has itself one of the most prestigious ensembles of academic collections in Europe: a botanical garden, an astronomical observatory, scientific museums and collections in mineralogy, zoology, seismology or plaster casts which are accessible to the general public. The popularization of scientific and technical culture is another priority for the university: a space dedicated to scientific exhibitions has been set up and open societal debates are regularly organised through the initiatives "Savoir(s) en commun", "Théâtre des Sciences" and "Jardin des Sciences".

3.2.1.5 STRATEGIC ASSETS OF THE UNIVERSITY AS THE PROJECT LEADER

A REAL STRATEGIC CAPACITY AS A SINGLE UNIVERSITY

A single governance structure since 2009 – Because the "Initiative d'excellence" targets not institutions but regional sites, a merger or federation of universities can constitute an

SUBMISSION FORM

objective in itself for other candidates. The University of Strasbourg has already attained this objective, and our proposal builds upon several years of long-term strategic reflection dating back to the preparation for the 2009 fusion. The current proposal is therefore built into a long term evolving learning process, and is not an *ad hoc* project seeking to satisfy (at short notice) the requirements and specifications of the “Initiative d’excellence”. Thanks to this merger and its access to autonomy in 2009, the university disposes a unique coherence and reactivity to develop and implement its strategic vision. It has already adopted in December 2010 a curriculum blueprint for 2013-2017 and is currently working intensively on its long term strategic plan for research. The experience of the merger has also demonstrated the capacity of mobilisation and transformation of the university on a large scale, involving all members of our academic community and this lends further credibility to its project.

The University of Strasbourg is the project leader of this “Initiative d’excellence” in the name of all its partners on site in Strasbourg. The actual governing bodies of the university will in this respect be responsible for its implementation and success (see section 4). It is, in this respect, the only university in France able to answer this call for projects without first undertaking a major overhaul of its governing bodies. But, considering the specific requirements and challenges implied by this project, three original operational structures will be involved in the management of the “Initiative d’excellence” (see section 3.4):

- The collegiums⁶, which will play a role in the definition of the long term scientific priorities under the responsibility of the Scientific Council;
- The Strategic Orientation Committee, which will be in charge of the strategic supervision of the Initiative;
- The Foundation of the university, established in 2009, which will be responsible for the management of the “Initiative d’excellence” funds and will coordinate the related fundraising activities.

The Foundation of the University of Strasbourg is a subsidiary of the university whose goal is to promote development by raising funds and managing endowments. It was the fourth university foundation to be created in France (2008) and its first campaign, launched in 2009 has the objective of raising 20 M€ by the end of 2014. A little more than a year later, almost 40% of this target has already been reached with around 7.9 M€. This success has been **ranked first in university foundations in France** (*Le Figaro*, February 18 2011).

The first donations obtained from individuals and companies have funded post-doctoral grants, need-based scholarships and the endowment of two chairs: one in Supramolecular Chemistry and the other in Creativity Management. Its board of directors is composed of representatives of the founding members, staff representatives, and external qualified personalities.

⁶ Nine collegiums were set up during the merger, each encompassing the departments within their disciplinary area. They have no management responsibilities but they play a major role in fostering cooperation in teaching and providing a platform for exchange of information and devising of new curricula. In the domain of research, they assess and rank research projects submitted by departments and research units for internal funding. As such, they prepare the decisions of the Scientific Council on the allocation of internal research funds.

SUBMISSION FORM

The progressive implementation of a management policy based on relevance and performance – In 2009, the creation of the university established an integrated management policy defined at the university level but also declined at the level of departments. The funding policy is in large part based on the achievements and the innovative projects of the departments, and how they contribute to the university strategy as a whole. Based on a stringent evaluation process covering education, research, finance, HR, real estate, health and safety rules, an annual review process strengthens the relationship between the university central services and the departments and also allows for an evaluation of policy over time.

The positive context of the “Opération Campus” – In 2008, the University of Strasbourg was one of the first universities in France to be selected for the competitive “Opération Campus” programme launched by the French ministry of Research and Higher Education. This programme will fund major building projects such as a Learning Centre, a Faculty Club, a House for International Students, a House of Arts and Sciences and several renovation projects. It will end by 2020 and benefit from a 375 M€ endowment from the government and 300 M€ from local authorities. Through this programme, many of the projects of the Initiative will therefore be housed in state-of-the-art facilities.

EUROPEAN BY NATURE, INTERNATIONAL BY DESIGN

A dense web of international academic relations

The University of Strasbourg is a member of the European University Association (EUA), the pan-European platform for universities and Higher Education policies. It has developed significant assets that demonstrate its attractiveness in both education and research and the strength of its international cooperation:

- 12% of its lecturers and researchers are foreign nationals (ranking 2nd among French universities), and they often hold important responsibilities within the university (heads of research teams or degree programs...);
- 20% of the students come from abroad;
- 50% of research publications involve international collaborations;
- around 800 agreements exist with foreign universities (joint degrees, student exchanges..);
- 223 months of visiting professors occurred in 2010, from 47 different countries (first four countries represented: Germany, the US, Italy and China);
- strong links are established with German universities: the University of Strasbourg is for instance the first French university in terms of the number of joint degrees and PhD colleges selected and supported by the **French-German University (UFA/DFH)**, a bilateral institution promoting academic relations between the two countries;
- a “Gateway to Japan” status in the French academic system:
 - strong links exist with almost all of the 7 imperial universities in Japan (including Tokyo and Kyoto), especially in Chemistry, Health and Life sciences;

SUBMISSION FORM

- Strasbourg hosts the headquarters of several dedicated institutions such as the **Maison Universitaire France-Japon**, which develops French-Japanese academic relations, the **Institut de Japonais** or the **Centre européen d'études japonaises d'Alsace**.

A founding member of the LERU and EUCOR international networks

- The **LERU** (League of European Research Universities) associates 22 leading research-intensive universities, among which Universities of Oxford and Cambridge, Imperial College London, Universiteit Leiden, Universitat de Barcelona, Ludwig-Maximilians-Universität München, etc. They all share a focus on research and high-quality education;
- **EUCOR** (Confédération Européenne des Universités du Rhin Supérieur) is a French-German-Swiss network created in 1989 associating the universities of Basel, Freiburg, Karlsruhe, Strasbourg and Haute-Alsace (100,000 students, 8,000 PhD students, 11,000 teaching and research staff) offering 16 bi- or tri-national degrees at Bachelors and Master levels. On its twentieth anniversary in 2009, a joint declaration was adopted to encourage student mobility, the implementation of the Bologna process in the Upper Rhine region, the promotion of transnational PhD programs, cooperation in research and joint representation on the international scene.

Strong partnerships with two German universities of the *Exzellenzinitiative*

With its historical, cultural and linguistic affinity with Germany, the University of Strasbourg has developed strong links with many leading German universities. Among the 9 German universities distinguished by the *Exzellenzinitiative*, two are situated within one hour of the University of Strasbourg, thus constituting a “golden triangle” of academic excellence:

- Partnerships with the **Albert-Ludwigs-Universität Freiburg** covers research and teaching activities, with a specific focus on joint PhD programs especially in Biology and Soft Matter Science. Co-supervised PhD students are also underway in Chemistry, Life sciences and Medicine, Mathematics, Antiquity sciences, German studies and Law. In September 2010, the two universities signed a Letter of Intent to engage a new kind of partnership characterised by a more comprehensive approach, covering a wide spectrum of cooperation, a contribution to the respective status of excellence of both universities and its impetus to the development of science in the Upper Rhine region. Our LabEx projects propose to reinforce these activities through new joint research projects and Masters and PhD programs;
- Strong partnerships with the **Karlsruhe Institute of Technology** exist in Economics, Mathematics, Theoretical mechanics and Earth sciences, Chemistry and Nano-sciences, for example. Two LabEx projects include KIT research teams as full-fledged partners, one on Materials and Nano-sciences and the other on the economic challenges of sustainability and creativity.

These international partnerships will be essential in the framework of the “Initiative d'excellence” project of the University of Strasbourg, as developed in section 3.3 below.

SUBMISSION FORM

3.2.2 APPLICATION TO THE ACTIONS OF THE PROGRAMME « INVESTISSEMENTS D'AVENIR »

1) Selected Laboratories of excellence

<i>Project acronym</i>	<i>Field (SIMI, SVSE, SHS)⁷</i>	<i>Name of the project manager</i>	<i>Project leader</i>	<i>Consortium/ implicated partnership</i>
CSC	SIMI	Jean-Marie Lehn	ISIS (UMR 7006)	RTRA Chimie, UMR 7140, UMR 7177, UPR22, UPR 9021
INRT	SVSE	Olivier Pourquié	IGBMC (UMR 7104, UMR_S 964)	
NetRNA	SVSE	Eric Westhof	IBMC (UPR 9002)	UPR 2357, UPR 9022
Medalis	SVSE	Sylviane Muller	ICT (UPR 9021)	UMR 7006, UMR 7200, UMR 7199, UMR 7242, UMR_S 682
HepGen	SVSE	Thomas Baumert	UMR_S 748	
GREAM	SHS	Pierre Michel	ACCRA (EA 3402)	UMR 7043, EA 1337, EA 2326, UMR 7501, Conservatoire régional
iPOPS*	SHS	Chantal Cases	INED	EA 1334, Université Paris Descartes, Université Montesquieu
VRI*	SVSE	Yves Levy	Université Paris- Est	UMR_S 748, Inserm, Institut Pasteur, Hôpital Bicêtre, CEA

2) Other Laboratories of excellence presented in the Idex project, to be submitted to the second Labex call

<i>Project acronym</i>	<i>Field (SIMI, SVSE, SHS)</i>	<i>Name of the project manager</i>	<i>Project leader</i>	<i>Consortium/ implicated partnership</i>
N3Lab	SIMI	Marc Drillon	IPCMS (UMR 7504)	UMR 7006, UPR 22, UMR 7213, UMR_S 977, UMR 7515, LRC 7228, KIT
IRMIA	SIMI	Thomas Delzant	IRMA (UMR 7501)	UMR 7550, UMR 7005
ISNG	SIMI	Christelle Roy	IPHC (UMR 7178)	UMR 7550, UPR 3212, UMR 7005
G-eau-thermie	SIMI	Jean Schmittbuhl	IPG (UMR7516)	Electricité de Strasbourg, GEIE EMC
CSG	SHS	Robin Cowan	BETA (UMR 7522)	Engées, KIT, HEC Montreal
3ES	SHS	Didier Georgakakis	PRISME (UMR 7012)	EA 4374, EA 3994, IEP Strasbourg, ENA
RESO	SHS	Francis Messner	PRISME (UMR 7012)	EA 4378, EA 1341, EA 3397

⁷ SIMI: Information, matter and engineering sciences / SVSE: Life, health and ecosystems sciences / SHS: Humanities

* This selected LabEx is carried by another establishment and associates a local research team

SUBMISSION FORM

3) Selected Investissements d'avenir projects related to the perimeter of Excellence (apart from Labex)

<i>Call for proposal</i>	<i>Project acronym</i>	<i>Name of the project manager</i>	<i>Project leader</i>	<i>Consortium/ implicated partnership</i>
EQUIPEX	UNION	Jean-Yves Bigot	IPCMS (UMR 7504)	UMR 7006
	EQUIP@MESO	Catherine Le Louarn	GENCI	
	FIT	Serge Fdida	UPMC-LIP6 (UMR 7606)	UMR 7005 / INRIA, Institut Télécom
	S3	Hervé Savajols	GANIL (UPR 3266)	UMR 7178 / CEA, Université Paris-Sud, UPMC
	ROBOTEX	Michel de Mathelin	CNRS	
Health and biotechnologies	PHENOMIN	Yann Herault	ICS-IGBMC (UMR 7104)	CNRS-UPS 44, Université de la Méditerranée
	FRISBI	Bruno Klaholz	IGBMC (UMR 7104)	EMBL (CEA, CNRS), UMR 5048 (Montpellier)
	ProFI	Jérôme Garin	CEA	UMR 7178 / Université Paul Sabatier
	INDIGEN	Pascal Barbry	CNRS-IPMC (UMR 6097)	UMR 7104 / INRA, ENS, Institut Pasteur, UMR 5203
Nano-biotechnologies	DIGIDIAG	Andrew Griffiths	ISIS (UMR 7006)	LAAS, Institut Curie, ESPCI, UPMC, CEA, Université Paris Descartes...
Bioinformatics	BACNET	Pascale Cossart	Institut Pasteur	UPR 9002 / INRA
IHU	MIX-Surg	Jacques Marescaux	IRCAD	University of Strasbourg, HUS
SATT	Conectus Alsace	Jean-Marc Jeltsch	University of Strasbourg	CNRS, UHA, Inserm, INSA Strasbourg, ENGEES
Carnot	MICA	Cathie Vix	University of Strasbourg	UHA, CNRS, Inserm, Institut Saint-Louis, CRITTs...
	TSN	Christian Picory	Institut Telecom	University of Strasbourg, EURECOM, Polytechnique...
Formation en alternance	BTEC	Jean-Marc Jeltsch	University of Strasbourg	Alsace Biovalley, Rectorat de Strasbourg, CROUS

4) Investissements d'avenir projects related to the perimeter of excellence (apart from Labex) submitted or likely to be submitted.

<i>Call for proposal</i>	<i>Project acronym</i>	<i>Name of the project manager</i>	<i>Project leader</i>	<i>Consortium/ implicated partnership</i>
IEED	ENERGIE+	Jean-Marc Jeltsch	University of Strasbourg	INSA Strasbourg, ENSAS, CSTB, Alsace Energivie...

3.2.3 EXCELLENCE PERIMETER, ENVIRONMENT, PROSPECTS AND ADDED VALUE

The University of Strasbourg will focus its resources on an “Excellence Perimeter”, which will include research teams with international recognition in their field. It has decided not to define this “Excellence Perimeter” in disciplinary terms, because excellence is nearly by definition distributed across many different disciplines in a university whose identity is multidisciplinary and research driven. In addition, it is through interdisciplinary approaches and in a dynamic dialogue between disciplines that the frontiers of knowledge are pushed back in the most innovative ways.

The “Initiative d’excellence” project has been furthermore elaborated through a set of strategic instruments (see below section 3.3.) aiming both at strengthening excellence within its perimeter and to promote fields that could generate a dynamic of excellence in the future. This justifies an approach allowing for an evolution of the “Excellence Perimeter” based on a continual process of high quality evaluation.

3.2.3.1 EXCELLENCE INDICATORS AND EXCELLENCE PERIMETER IN 2010

Excellence defined in terms of research teams and not disciplines – Excellence in research is indeed present at the University of Strasbourg in all the three academic sectors defined above, as shown, among other indicators, by the evaluations by the AERES. Therefore, if the “Excellence Perimeter” must be selective so as to guarantee a maximum impact of the “Initiative d’excellence” and the best use of available resources, it cannot be restricted to a few disciplines and must on the contrary be cross-cutting.

In this context, the “Excellence Perimeter” will include research teams whose expertise has been recognised at the international and national levels with currently-accepted indicators for research, education and technology transfer. These encompass:

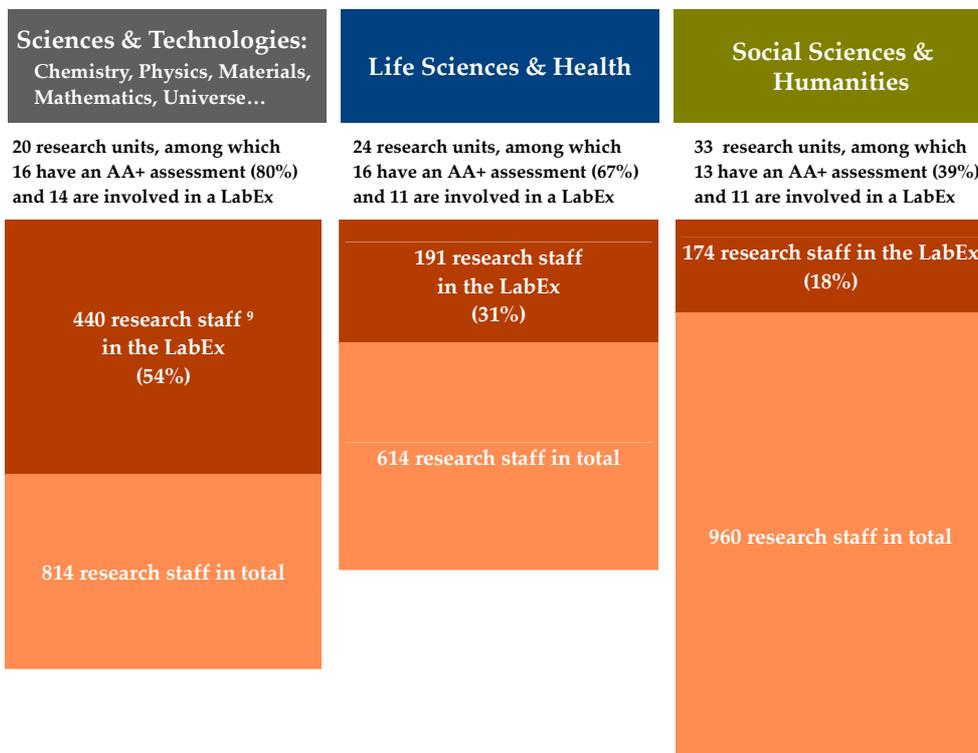
- research production indicators: H-index, Impact factor, number of citations, number of peer-reviewed publications in major journals, of communications and chapters;
- academic recognitions and awards;
- attractiveness of degree courses;
- number of patents, spin-offs and licenses.

An initial perimeter defined in strong relation to the LabEx projects of the university – The precise set of indicators will be progressively defined and refined, so as to ensure their capacity to accurately reflect performance, while respecting specificities in each discipline. The initial “Excellence Perimeter” is defined in relation to the research teams involved in the LabEx projects submitted by the University.

The applications to the LabEx call involve 33.5% of the global research staff on the campus (805 out of 2,400 permanent research staff)⁸. They involve 36 research units (out of 77) and associate 22% of all PhD students.

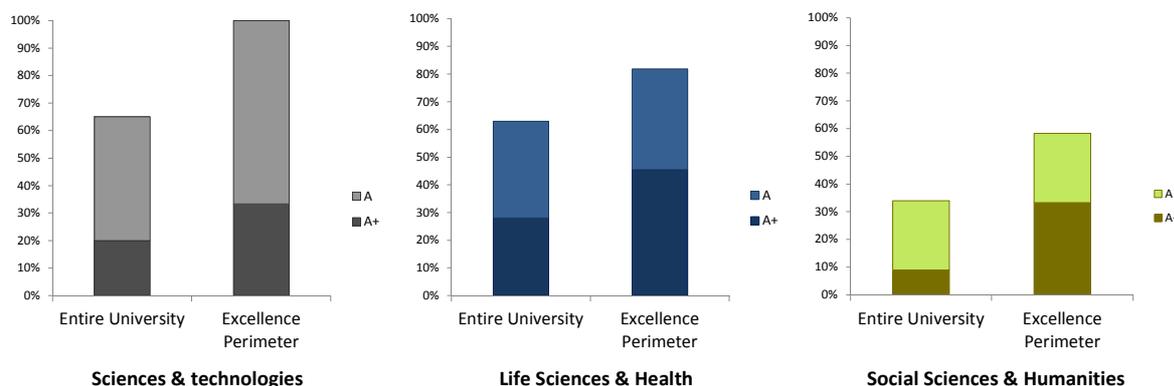
⁸ This is a mean ratio for the whole set of LabEx. Most of them, such as the one in Chemistry, are more selective by choosing only A or A+ teams inside the research units, whatever their overall ranking.

SUBMISSION FORM



OVERVIEW OF THE INITIAL “EXCELLENCE PERIMETER”

It must be noted that this perimeter is more restrictive in terms of research staff involved than for example the number of researchers in an A or A+ research unit designated by the AERES in 2008 (covering 50% of the permanent research staff of the university). In addition, the ratio of A or A+ research units inside the perimeter is superior to this ratio in the entire university: this is true for all three academic sectors:



These research units constitute not only the core of excellence in their domains, but they are also leaders of the most cutting edge projects in research and curriculum in the university.

⁹ Research staff numbers considered here are those of the permanent researchers and faculty members of the campus.

SUBMISSION FORM

Their distribution across the three academic sectors also reinforces their ability to engender positive pull effects throughout the whole university.

The global contours of the initial perimeter will not be significantly modified by the result of the LabEx selection process, but the reports of the international jury will be closely studied so as to finalise the initial perimeter and take into account specific remarks and assessments.

3.2.3.2 DYNAMICS FOR EXCELLENCE

Excellence as an evolving reality within the university – While present excellence is a key asset for the university, it should be seen as a perpetual challenge rather than a given set in stone. The history of the university bears witness to the fundamental evolutions of excellence, for example with the re-emergence of Chemistry in the 1960s to the highest international level. The university must strategically be prepared not only to reinforce existing fields of excellence but also to support emerging teams and promising young researchers to reach their potential of excellence.

Indeed, there is no clear and definitive dividing line between “excellent” and “not excellent” research teams. A more refined perspective is necessary to grasp the internal and interdisciplinary dynamics of research. Different situations must be distinguished in this respect, such as:

- excellent research teams which as a whole represent a significant critical mass in their domain, and which should be supported to remain at the highest international level;
- excellent research teams which do not have yet the critical mass to gain international visibility and in which additional means could produce a breakthrough to internationally recognised excellence;
- excellent emerging research teams (or individuals) should be encouraged and supported to develop their potential, particularly in new research fields at the intersection of existing disciplines or research fields.

In this respect, excellence in research is dynamic with both qualitative and quantitative dimensions. Each situation has to be analysed in its specificity with respect to its current achievements and future potential.

The University of Strasbourg, with its **Strategic Orientation Committee** will address these challenges in the framework of the preparation of its research and education strategies 2013-2017, which have begun in 2010. While the curriculum blueprint was adopted in December 2010, **research orientations** are currently being elaborated by the Scientific Council of the university in coordination with the collegiums. It strives to precisely identify future challenges, particularly in terms of rejuvenation of research staff in strategic fields, and to organise a consultation on the future of disciplines present in Strasbourg, whether they be excellent, emergent or in need of revamping. Such a prospective reflection has already been launched in Physics; it is foreseen to expand to other disciplines and academic sectors, most notably on the basis of the work done in the scope of the LabEx and other “Investissements d’avenir” projects. A few clear conclusions have already emerged:

SUBMISSION FORM

- results in Life Sciences & Health (4 LabEx, 4 National infrastructures, 1 IHU), Chemistry and Materials confirm their reputed scientific intensity in Strasbourg;
- further developments can rely on strong bases in Mathematics, Universe & Earth Sciences, Physics, Engineering and Economy;
- a global in-depth reflection must be carried out in Social Sciences, Law and Humanities, built around poles of excellence in Religious Sciences, European studies, Intellectual Property, Creativity and innovation in arts and the economy...

The **“Initiative d’excellence”** project is conceived as a key tool to foster excellence in all its diverse dimensions through:

- a restrictive definition of the “Excellence Perimeter”, with at least 70% of funding allocated to teams within it, so as to ensure that resources go to the most innovative and dynamic research teams, thereby maximizing the impact of the IdEx funding;
- a set of instruments open to all university staff, so as not to be cut off from innovative projects which do not fall into the existing international “Excellence Perimeter”, in order to adjust to emerging research dynamics, particularly concerning promising young scholars who will carry the innovative projects of tomorrow. Financial means will be allocated upon internal calls for proposals opened to all research teams, funded by the remaining 30%;
- a legitimate, strong and reactive governance able to define strategic priorities, focus the bulk of the funding on the identified perimeter and also support emerging clusters of excellence. Applications will be reviewed by external and independent academic experts and final decision will be taken by the legitimate bodies of the university;
- an evolving “Excellence Perimeter”, with the possibility of eviction and integration of research teams throughout time. The “Excellence Perimeter” will be revisited every two years by the Scientific Council of the university, relying on the advice of the collegiums and external academic expertise. It is expected that this evolutive dynamic will generate positive effects throughout the institution, by maintaining motivation of teams and developing multidisciplinary collaboration.

Furthermore, the University of Strasbourg will pay specific attention to the teaching impact of its “Initiative d’excellence” instruments, with the following four objectives in mind:

- the national and international attractiveness of its courses;
- the reinforcement of links between teaching and research;
- the development of new curricula and teaching innovations that promote multidisciplinary and individual projects;
- the improved employability of undergraduate and graduate students.

3.3. PROJECT AND PROSPECTS

The IdEx project is the keystone on which the answers to other calls of the “Investissements d’avenir” framework depend in order to produce a dynamic effect. Through this initiative, the University of Strasbourg has the ambition to strengthen its position as an **attractive**

SUBMISSION FORM

research-intensive university at the international level, being both a reference in Europe in research and higher education and a main **actor of French-German cooperation** through close partnerships with neighbouring universities in the Upper Rhine region.

In order to achieve this ambition, in addition to its LabEx, the university will strive to transcend frontiers along **five strategic priorities**:

- **Surpassing research frontiers through attractiveness and interdisciplinarity** to develop excellence in research at the international level;
- **Transcending education frontiers through excellence, innovation and outreach**, to increase the attractiveness of curricula at national and international levels;
- **Breaking down frontiers between the academic and economic worlds** to position the university as a key socio-economic actor;
- **Going beyond frontiers between sciences, culture and society** to increase the socio-cultural outreach of the university;
- **Crossing a new frontier in university management**, by relying on the foundation of the university in 2009 to help implement a strategic project for the future.

These priorities meet the challenges that the University of Strasbourg as a whole has to address in the next ten years. They are meant to exercise a strategic leverage effect on the “Excellence Perimeter” and a pull effect on the entire university by stimulating a strong dynamic of change through incentives and emulation. However, the governance set-up for the “Initiative d’excellence” will guarantee that the majority of funds will be concentrated on the “Excellence Perimeter”, so as to ensure maximum leverage.

Each of these priorities has been specified in a set of **instruments** designed as a coherent and mutually reinforcing whole. These instruments will provide space for the continuing emergence of projects, whereas a collection of projects designed from the outset would severely constrain the “Initiative d’excellence” strategic leverage. More precisely, such an approach secures three strategic issues of the framework as a whole:

- **Sustainability**: instruments remain relevant throughout time whereas projects would need revision and renewal well within the next decade;
- **Emulation**: instruments are focused on excellence but formally opened to all, thereby stimulating efforts and emulation across the university;
- **Responsiveness**: instruments allow for swift adaptation should exceptional needs or new structuring ideas arise, whereas a collection of projects would impede reactivity.

The table below presents the list of instruments related to the strategic priorities set up by the university in the “Initiative d’excellence” framework. These instruments will be managed by regular internal calls for projects. The design of these calls will be kept transparent (the criteria of selection being public) and simple (no need for extensive hundred page submission forms ...).

The university’s particular focus on **French-German cooperation** has been streamlined through most of the instruments, as for instance with:

SUBMISSION FORM



- the Strasbourg Institute for Advanced Studies, which foresees strong collaborations with its counterpart at the University of Freiburg in Germany;
- the Red carpet facility, with chairs and post-doc fellowships meant to attract a significant number of researchers from Germany;
- the Degrees or Schools of excellence, which will aim in particular at attracting the best students from France and Germany with a bilingual background such as AbiBac students (the French-German A Levels);
- the socio-economic instruments, which will pay specific attention to German firms and German economy as a whole;
- the socio-cultural Intervention Fund, which will favour, among others, cooperation within the Upper Rhine region.

3.3.1 STRATEGIC PRIORITY N°1 – SURPASSING RESEARCH FRONTIERS THROUGH ATTRACTIVENESS AND INTERDISCIPLINARITY

Key objectives

- To reinforce the scientific presence of the university at the international level;
- To develop attractiveness for high potential junior talents in order to prepare the replacement of leading scholars as they retire;
- To foster cross-disciplinary research and PhD programs.

Main challenges

- To offer competitive salaries and working conditions and environments;
- To retain excellent researchers in the long term;
- To provide the conditions for the emergence of new fields of excellence within the multidisciplinary scope of the university;
- To foster interdisciplinary research without losing sight of the disciplinary structures of international scientific excellence.

SUBMISSION FORM

Instruments

1. The “Strasbourg Institute for Advanced Studies” (SIAS)
2. The “red carpet” facility for Junior and Senior researchers
3. An International PhD Program of excellence

Indicators and levels of ambition

Indicators for the Strategic objective 1 - Research		3 years	10 years
Implementation / transformation	Nb of chairs and fellows supported each year (as % of the IdEx target)	100%	133%*
	Nb of PhD fellowships per year (as % of the IdEx target)	100%	133%*
	Quality of recruitments: academic prizes and distinctions or average impact	<i>Complex set of indicators</i>	
	Increase in the nb of foreign lecturers and researchers (as % of total academic population)	+15%	+50%
	Increase in the nb of foreign PhD students (as % of total PhD population)	+15%	+50%
Results / Performance	Progression of impact factor of scientific publications per discipline	<i>Depending on disciplines</i>	
	Increase in the number of researchers (C and E/C) in A+ research units	<i>Baseline : AERES evaluation 2012</i>	+33%
	Increase in the volume of public research contracts (FP, ANR, ...)	+15%	+50%
	Quality of the scientific and non-scientific environment and of the PhD courses and supervisions (survey)	<i>Qualitative survey</i>	
	Selection rate on post-doc and PhD fellowships	40%	20%
Socio-economic impacts	University-to-work transition of PhD graduates : employment rate, hiring salary, job satisfaction, match between studies and occupational fields...	<i>Complex set of indicators</i>	

* The university expects to attract additional funding from public and private partners to fund additional “red carpet” chairs, post-doc fellows and PhD fellows which will be added to the IdEx instruments

3.3.1.1 THE “STRASBOURG INSTITUTE FOR ADVANCED STUDIES” (SIAS)

Concept and purpose - The Institute for Advanced Studies of the University of Strasbourg will strive to encourage and support research in science and humanities at the highest level. Like the Institutes for Advanced Studies present in some foreign universities, our IAS will be a place of intellectual innovation by bringing together local and foreign scholars from diverse disciplines, so as to foster interactions among researchers and with the wider community of the university. It will seek to remove boundaries between scientific disciplines and thereby strive to encourage interdisciplinary research and help new multidisciplinary questions to emerge by relying on the disciplinary strengths within the university. The SIAS will fund interdisciplinary research projects involving highly innovative researchers from both the University of Strasbourg and foreign universities. Its members will conduct their research independently within a community of scientific excellence.

In this respect, the SIAS will aim in particular at:

- enhancing the attractiveness of the University of Strasbourg as a whole;
- incubating ground-breaking research at the intersection of disciplines, possibly leading to the creation of new research teams within the university;
- facilitating the renewal of major talents on campus.

SUBMISSION FORM

The institution will have a transforming impact on the research strategy of the University of Strasbourg as a whole and act as a catalyst accelerating new research orientations. Far from being an “ivory tower” within the university, it will be a privileged space for research providing opportunities to meet and to work together, share experiences and new ideas. Indeed it is expected that individual projects and interactions among researchers should lead to the building of learning communities and research clusters.

Chairs and Fellows - The aim for the IAS will be to fund up to 30 scholars at any given time:

- Of these about a dozen will be permanent Chair positions from the university and will initially consist of members selected by the University Presidency among its very top scholars in all fields. The Chair holders will be internationally recognised and thereby give the SIAS the necessary visibility to attract other researchers. They will have reduced teaching and administrative duties in order to focus on their research project. Moreover, post-doctoral fellowships are envisaged which will be closely associated with the research projects of the chairs;
- The rest will be fellowships attributed to junior and senior researchers. Fellows will be appointed for a fixed duration to undertake a specific project. They will typically be persons from outside Strasbourg, but not exclusively, who wish to carry out research on campus to benefit from the interaction with scholars on campus and/or use the available facilities (library, collections, instruments, etc.). The duration of the fellowships will vary from a few months to 36 months, depending on the nature of the project.

In order to ensure the attractiveness of the SIAS, we will provide the Fellows with the working conditions and the academic environment necessary for the successful completion of their project:

- Specific funds for the organisation of seminars, invitations, travel and publications;
- The necessary space and administrative support to allow them to focus on research, with hosting capacity (offices, spaces for collective work, social functions, laboratory space) provided by the existing institutions such as the European Doctoral College, the MISHA and the various science institutes on the campus;
- A stimulating multidisciplinary environment, with the best researchers in Strasbourg to learn with and to learn from.

The SIAS is expected to contribute to the university as a whole, and not remain isolated. In this respect, it will encourage its Fellows to cooperate actively with other departments, researchers, and groups within the University of Strasbourg. Each Fellow will present his or her research in the framework of the SIAS interdisciplinary seminars, which will be held monthly. The Fellows will also be expected to provide a final written report on their activities at the end of their fellowship.

Governance - The SIAS will be governed by an “Assembly” composed of the permanent Chair holders. The international visibility of the members of the Assembly will be a key tool for the attractiveness and success of the SIAS. The Assembly will then make propositions for filling chair positions as they become available through funding or retirement. The President of the University of Strasbourg will make the actual appointments based solely on the

SUBMISSION FORM

propositions of the Assembly. The Assembly will also include the Vice-President for Research of the university as a permanent member to ensure that the SIAS will be well integrated into the research strategy of the university and its Scientific Council.

The selection of Fellows by the Assembly will be based on the highest international standards, with a peer review process and ad-hoc committees when necessary. All fellowships will be selected through international calls for projects, including a pre-selection, an invitation of the pre-selected researchers to present their research in a seminar in Strasbourg, and a final decision reached by the Assembly of the SIAS with the help of an international advisory board.

A close partnership with FRIAS (University of Freiburg, Germany) - A close partnership with the FRIAS has been jointly decided in September 2010, as part of a wider and ambitious agreement between the two universities. The ultimate goal of the partnership is to develop a common umbrella “brand” between the two institutions and elaborate a shared scientific strategy (in whole or in part), in order to optimise visibility and attractiveness. The implementation of the partnership will be progressive following the establishment of the IAS of Strasbourg: joint seminars and summer schools, joint calls for projects appointing joint fellows and, possibly, joint academies. The Assembly will invite representatives of FRIAS to its meetings to discuss common strategy.

Other partnerships - The SIAS will develop special partnerships with the LabEx and other research and education entities within the University of Strasbourg. It will also be actively involved in different networks such as the “Réseau français des IAS” (RFIEA), the UBIAS (university-based IAS) and the EURIAS networks.

3.3.1.2 A “RED CARPET” FACILITY FOR JUNIOR AND SENIOR RESEARCHERS

Concept and purpose - The reinforcement and emergence of excellence in research at the University of Strasbourg requires both attracting junior talents and replacing senior scholars as they retire, by offering “welcoming packages” in a context of strong international competition. The so-called “red carpet” facility will be composed of chairs and post-doc fellowships meant to enable the university to offer internationally competitive salaries and thereby address one of the biggest obstacles to the international competitiveness of French universities. In order to be able not only to attract, but also to retain excellent researchers, specific and complementary tools are foreseen in the instrument “A policy of talent management within the university” (see section 3.3.5.1).

Chairs - The chairs will be conceived as packages including salary, research funding, post-doc and/or PhD fellowships. The Chairs will be set up on a case by case basis, but two main populations are targeted:

- Junior Chairs, reserved for young promising scientists and conceived as a tenure track process;
- Senior Chairs, targeted towards established scholars, represent a responsive installation tool aiming towards integration into the permanent university staff.

SUBMISSION FORM

Approximately two chairs will be awarded each year, one junior and one senior. This system complements an existing one, the “Gutenberg Chairs”, funded by the regional executive. The university commits itself to the creation of “industrial chairs of excellence”, funded in whole or in part by private sector partners. This will require an important effort in fundraising, in which the university Foundation will be the driving force (it has already acquired valuable experience in this field with a chair in Supramolecular chemistry).

Post-doc fellowships - The University of Strasbourg has a strategic interest in attracting high potential young researchers for post-doc positions after completion of their PhD. The mobility of researchers is arguably at its highest at this career stage; it is therefore crucial for the university to be competitive and attract the best researchers in their respective fields of excellence.

Post-doc positions are usually rather poorly funded in France, and insufficient in number despite the efforts of national research organisations or the ANR*. However, the University of Strasbourg has awarded 14 such fellowships in 2009 for an annual budget of 500 k€. 20 such two to three year post-doc positions are planned in this instrument for talented young researchers with a PhD coming from another university with particular emphasis on foreign post-docs.

Mentoring - The university further commits itself to set up a mentoring process to accompany all researchers recruited through the “red carpet” facility in order to ensure their smooth and rapid integration in the university and the rapid development of their full research potential. **This mentoring scheme will spearhead the career development support foreseen in the IdEx “talent management policy” instrument (see section 3.3.5.1).**

Selection process - The aim is to focus this funding capacity on the most promising research areas within the university, especially but not exclusively within its “Excellence Perimeter”. The Steering Committee of the “Investissements d’avenir” in Strasbourg will guarantee that funds will be primarily concentrated on the “Excellence Perimeter”.

The selection of disciplines and themes for the calls for projects to be advertised by the university will be managed in a process similar to that of the present allocation of research funding within the university: 1. The Vice-President for Research issues an internal call to which all researchers can apply. 2. The applications are then submitted to the collegiums for advice and classification. 3. The ultimate decision is made by the Scientific Council of the university on the basis of a proposal submitted by the Steering Committee. This process guarantees a fair access to the competition within the university, openness to innovation in new emergent fields, the allocation of the main bulk of funds to research units within the “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

SUBMISSION FORM

exceptionally used to allow reactivity for retaining a promising talent or recruiting someone in a climate of particularly strong competition.

3.3.1.3 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.

The professional integration of the PhD graduates is also a major objective of the university. The instrument “University-to-job transition” (see section 3.3.3.1) will pay specific attention to facilitating their access to the public and private research job markets as well as to the broader socio-professional environment.

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.

SUBMISSION FORM

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 respect.

3.3.2 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

SUBMISSION FORM

Indicators and levels of ambition

Indicators for the strategic objective 2 - Education		3 years	10 years
Implementation / transformation	Nb of <i>schools of excellence</i> created	2	5
	% of students enrolled in the <i>degrees or schools of excellence</i>	L: 2% ; M: 7%	L: 10% ; M: 20%
	% of lecturers who benefitted from a support of the Institute for HE Pedagogy	20%	50%
	Nb of foreign students (as % of total student population)	+15%	+50%
	Nb of lectures given in a foreign language (as % of total courses)	+15%	+50%
	Nb of « major/minor » lectures (as % of total courses)	10%	33%
	Nb of students doing a stay in a foreign university in the course of their study in Strasbourg (in % of total student population)	+15%	+50%
Results / Performance	Quality of the degrees and schools of excellence (students survey)*	Qualitative survey	
	Visibility and added value of the Institute for HE Pedagogy perceived by the lecturers (survey)	Qualitative survey	
	Selection rate at the entrance of the <i>degrees and schools of excellence</i>	40%	20%
	Innovation in HE pedagogy: Nb of users for the main digital tools, new digital contents edited for teaching support ; diffusion of content outside the university; nb of publications in leading research journals...	Complex set of indicators	
Socio-economic impacts	University-to-work transition of the graduates from the <i>Schools and Degrees of excellence</i> : employment rate, hiring salary, job satisfaction, match between studies and occupational fields...	Complex set of indicators	

3.3.2.1 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 multidisciplinary 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 French-German University (UFA/DFH): for example in Molecular Biology, 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 Bachelor's degrees (by taking more than 30 ECTS per year) or through double masters programs spanning over 5 semesters.

SUBMISSION FORM

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 French-German partnerships such as Karlsruhe or Freiburg, eventually with the support of the UFA/DFH;
- 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 (e.g. the French-German AbiBac) 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 attractiveness 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.

3.3.2.2 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: for example, 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 environments for biomedical and translational research.

Some of these degree courses are double-diploma programs (UFA/DFH) 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 attractiveness 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 research teams and an integration of cutting-edge research into curricula;
- job placement perspectives;
- the articulation to other departments of the university.

SUBMISSION FORM

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.

3.3.2.3 AN INSTITUTE FOR INNOVATION IN HIGHER EDUCATION PEDAGOGY

Purpose and context – Today’s students differ from the previous generations as they are digital natives and most hold part time jobs. Their relationship to technology influences their learning processes. They are accustomed to fetching information on the net and to cooperate with peers through collaborative tools or social networks in their everyday life. They expect to have the same facilities in their student life, through virtual learning environments (VLE) and learning management systems (LMS). Giving students easy access to pedagogical material and collaborative media is particularly important as many have a job and cannot attend all classes, meet their professors or work with other students. The university provides such tools (personal “digital workspaces” as a VLE, Moodle as a LMS, a podcast tool...) and help lecturers to use them. The University of Strasbourg will take an important step forward with the creation of an Institute for innovation in Higher Education pedagogy. This institute 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. Finally, student evaluations of all university courses, introduced in 2010, are incentives for lecturers to improve their teaching techniques. For all these reasons, the proposed institute will seek to foster the needed adaptations and to improve the quality of teaching 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

SUBMISSION FORM

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:

- **support** for all lecturers and researchers involved in teaching and willing to develop their pedagogical skills, especially by using IT and multimedia;
- **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;
- **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.

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 projects coordinators, departments/collegiums and presidency representatives. It will be part of the Education collegium.

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.

In order to promote a true global Centre for innovation in teaching, new technologies and learning environment, this project will have leverage with other tools such as:

- the university expert service (DUN, "Direction des Usages du Numérique") in charge of new technologies usage, for pedagogical questions centred on e-learning and promoting the use of multimedia. An Observatory of usages will express recommendations for further developments;
- the "Learning Centre", a new building which will be part of the "Opération Campus" program, associated with decentralized students' working places on the campus.

SUBMISSION FORM

3.3.3 STRATEGIC PRIORITY N°3 – BREAKING DOWN FRONTIERS BETWEEN THE ACADEMIC AND ECONOMICS 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 develop a national and international alumni network;
- 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 “Success for Bachelor students” plan and other internal initiatives on 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

Indicators and level of ambition

Indicators for the strategic objective 3 - Relations to socio-economic actors		3 years	10 years
Implementation / transformation	Nb of continuing education hours-students / Continuing education turnover	+15%	+50%
	% of graduating courses proposed via the « Pass'Compétences” continuing education solution	30%	80%
	Nb of firms and number of students attending job fairs and/or conferences on university-private sector relations	+20%	+70%
	Nb of large-scale innovation projects launched by the regional structure for research-based economic development	2	5
Results / Performance	Quality of support and orientation services for students (students survey)	<i>Qualitative survey</i>	
	% of students having received the certificate for professional skills	5%	20%
	Continuing education: quality of courses, success rate...(students survey)	<i>Qualitative survey</i>	
	Nb of alumni registered (beyond the current consolidation of already existing data)	+ 40%	+150%
	Annual volume of private research contracts	+15%	+50%
	Total nb of firms created (SATT)	30	168
Socio-economic impacts	University-to-work transition of all students	<i>Complex set of indicators</i>	
	Impact of continuing education on the career development of students (qualitative and quantitative survey)	<i>Complex set of indicators</i>	
	Total nb of direct and indirect jobs created (SATT)	650	13,970

3.3.3.1 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 project¹⁰);
- the publication of statistical indicators on job placement by degree by the Regional Observatory for Higher Education and Professional Integration (ORESIPÉ). This will provide students with information to facilitate their academic orientation and the selection of the most pertinent degree courses for their professional project;
- the design of a program to develop the network of university alumni (centralisation of available data, analysis of needs and expectations, elaboration of the programs, alumni legal, budgetary and communication aspects) which will be adopted by the University Board at the end of the current academic year. This program is of strategic importance in terms of mentoring and improvising professional perspectives for current students, University Foundation fundraising, continuing education development and the wider visibility and influence of the university as a whole.

In the framework of the IdEx, 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:

¹⁰ ETENA is a project put into place in Alsace by the actors of professional training and innovation to promote and generalize entrepreneurship in degree courses.

SUBMISSION FORM

- **To launch a major campaign to reach out to the alumni** of the 3 former universities in Strasbourg, both in France and abroad, involving a media campaign, the use of digital social networks and the mobilisation of current students;
- **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 organise highly visible conferences on themes pertaining to relations between universities and private firms**, with presentations, debates and panels 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 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;
- **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:

- **ensure the full success of the university alumni program;**
- 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 French-German business associations...);
- increase the capacity of the central administrative services in their support and expertise functions for departments and collegiums.

3.3.3.2 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,

SUBMISSION FORM

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: this program is based on a molecular imaging centre (about 60 M€ investment) currently developed through a consortium uniting the

SUBMISSION FORM

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.

3.3.3.3 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

SUBMISSION FORM

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.

3.3.4 STRATEGIC PRIORITY N°4 – GOING BEYOND FRONTIERS BETWEEN SCIENCES, CULTURE 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 French-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

SUBMISSION FORM

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.

The university has also a responsibility to the local community. The high quality of its scientists in all the domains of knowledge makes it a major actor in the popularisation of scientific culture and a contributor to fostering citizen participation in the increasing number of public issues with a scientific aspect. The University of Strasbourg has always taken this role seriously, as is demonstrated by the existence of a Vice-president in charge of “Science in Society” and a dedicated structure, the “Jardin des Sciences”, active in the city and a cornerstone to developing a “Regional House for Science and Technology” in partnership with the *Académie des Sciences* in the context of a dedicated “Investissements d’avenir” call.

Indicators and level of ambition

Indicators for the strategic objective 4 - Socio-cultural activities		3 years	10 years
Implementation / transformation	Nb of major student cultural creations and events supported per year	2	4
	Amount of matching funds from external partners (in % of the socio-cultural intervention fund par year)	50%	100%
	Nb of artistes invited through the <i>Artist-in-residence</i> program	2	9
	Increase in the nb of events on the diffusion of scientific culture	+20%	+60%
Results / Performance	Quality of the cultural life on the campus (student survey)	Qualitative survey	
	Total nb of visitors to events supported by the socio-cultural intervention fund	+30%	+100%
Socio-economic impacts	Nb of external visitors to student cultural and artistic events and creations	+25%	+100%
	Nb of external visitors to university events and exhibitions on scientific culture	+25%	+100%

3.3.4.1 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;

SUBMISSION FORM

- 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.

Citizen Dialogues and deepening the public understanding of Science in society's complex debates are built around orientations such as:

- *Exploring science in high schools*, by organising practical learning classrooms with university students and thereby reduce the gap between formal learning at school and the experimental and interactive learning with junior scientists. Through the "OpenLab" operation the university has gathered a first experience which could be generalised;
- *Building an exhibits program* at a high international level with prestigious partners such as the Deutsche Museum in Munich, the Natural History Museum in London, the Darwin Centre or the Leonardo Da Vinci Museum in Milan;
- *Capitalizing on a cultural heritage of a multidisciplinary Campus*. The University of Strasbourg is indeed one of the oldest universities in France with a unique cultural heritage to preserve and promote;
- *Organising open debates on scientific controversies of the European political debate*, e.g. GMOs, nanotechnologies, growth and sustainable development, agricultural practices and policies, economic and monetary policies, the European social agenda...

The University of Strasbourg will create a socio-cultural intervention fund to support specific actions with international visibility and outreach in the fields of the arts as well as in scientific culture. 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.

Here is a non-exhaustive list of examples of projects which could be supported by the socio-cultural fund:

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 would be invited for one to three months. They would be provided with facilities and access to the academic staff and students and participate in conferences and interdisciplinary workshops. Such a 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 would 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.

SUBMISSION FORM

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 could create an annual week long international event gathering the best European student creations in a specific artistic field. Such a festival would be based on an international call for projects, with a selection 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 would ensure that its annual project will be complementary and innovative. In 2008 it co-organised the Rhenalia festival the framework of EUCOR, the French-German academic network of the upper Rhine region. Such a project would 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 thinks about organising conferences opened to the public around the main debates and scientific controversies of the European political debate. Held during the monthly plenary sessions of the European Parliament in Strasbourg, their objective would be 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 such a project. These conferences could be organised jointly with the European Science Foundation and European media like Arte TV, based in Strasbourg.

3.3.5 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;

SUBMISSION FORM

- 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

Indicators and level of ambition

Indicators for the strategic objective 5 - University management		3 years	10 years
Implementation / transformation	% of lecturers/researchers benefiting from mentoring, career planning support and/or management courses	20%	70%
	% of lecturers/researchers benefiting from a course load reduction of salary supplement	15%	20%
	Nb of Synergie ² projects supported	2	10
	Nb of Synergie ² projects completed	N/A	7
	Reduction in the number of academic structures	N/A	30%
Results / Performance	Quality of the administrative environment, of career development for faculty and the individual evaluation system (survey)	Qualitative survey	
	Added value of the “Synergies ² ” to the quality of management (survey of the heads of departments and research units)	Qualitative survey	
Socio-economic impacts	N/A	N/A	N/A

3.3.5.1 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 course load of newly appointed lecturers (Maîtres de Conférences) to allow them to have time for research and improve the quality of their lectures;

SUBMISSION FORM

- an evaluation of professional activities by a national disciplinary committee to allocate Scientific Excellence bonuses.
- an innovative **“Dual career” program** established by the EUCOR university network (Strasbourg, Mulhouse, Freiburg, KIT, Basel), in order to facilitate the hiring in the Upper Rhine region of the spouses of newly hired faculty of EUCOR members. Although very recent, this program has already proved critical in improving the attractiveness and reactivity of the University of Strasbourg on several occasions.

With its partners, the university has moreover initiated a reflection on the creation of a **“Scientific senator”** status for its leading Principal Investigators who wish remain active after mandatory retirement.

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;

SUBMISSION FORM

- 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 course load 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 quadrennial 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 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.

SUBMISSION FORM

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, research teams, major international programs...) will help maintain motivation through a relevant and flexible use of reductions of course load, salary supplements and symbolic recognition.

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

3.3.5.2 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.

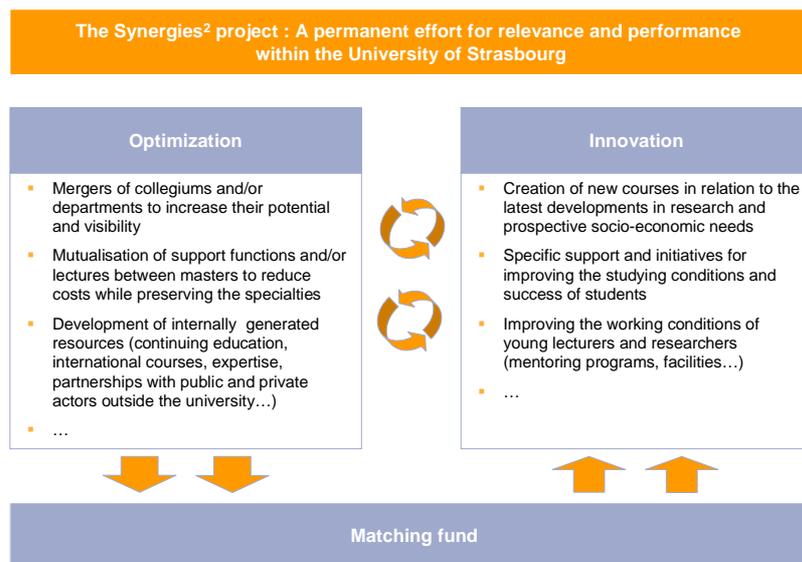
A matching fund for management based on relevance and performance – This fund is the key element of the “Synergies²” project. It aims at supporting quality management and

SUBMISSION FORM

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 University Board. 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.



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

SUBMISSION FORM

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.

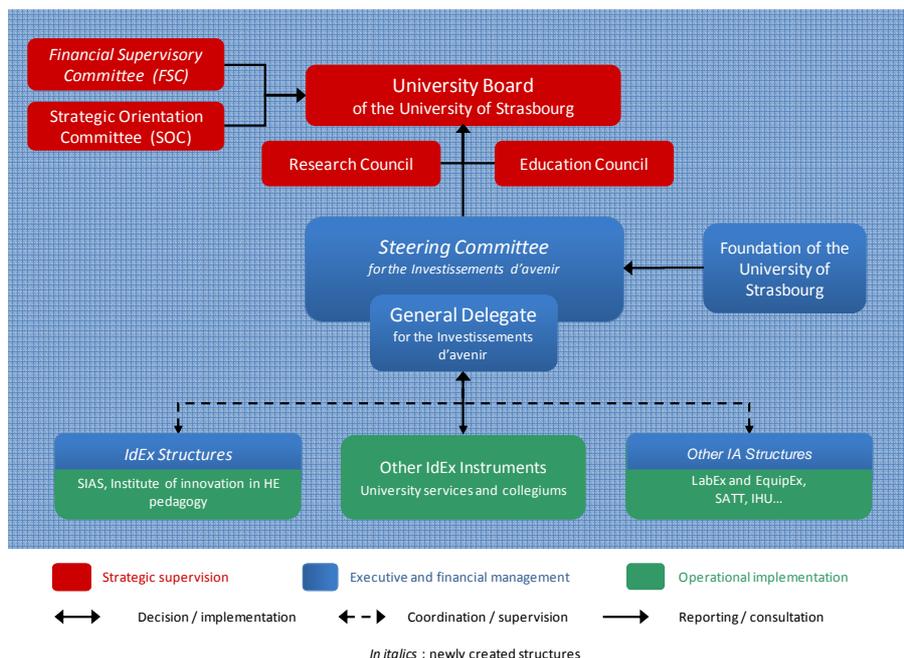
3.4. GOVERNANCE, ORGANISATION AND MANAGEMENT

3.4.1 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 subsidiary 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.

3.4.2 GOVERNANCE ORGANISATION

The governance of the “Initiative d’excellence” in Strasbourg will be structured around a limited number of supervisory and executive bodies outlined in the diagram below:



SUBMISSION FORM

STRATEGIC SUPERVISION

The **University Board** 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 University Board is advised by two high-level committees:

- The **Strategic Orientation Committee (SOC)** of the university will propose or assess the strategic orientations of the missions of the university, and in particular review the annual IdEx report prepared by the General Delegate from a scientific and academic point of view. 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 University Board. It 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;
- The IdEx **Financial Supervisory Committee (FSC)**, created specifically for the financial and management oversight of “Investissements d’avenir” programs, will review the annual IdEx report prepared by the General Delegate and the results of the annual IdEx external audit to submit recommendations to the University Board. The FSC, 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 “Investissements d’avenir” projects in Strasbourg will be entrusted to a **Steering Committee** under the responsibility of the University Board.

Composition - The Steering Committee is composed of only **13 members representing the key actors of the site**, namely: 4 representatives of the university (the president and 3 vice-presidents), 1 representative from the CNRS, the Inserm, the Strasbourg University Hospital and the University Foundation, 3 highly qualified academics and 2 members from the business world.

The highly qualified academics and the socio-economic actors will be proposed by the president and confirmed by the University Board for three years. The Steering Committee will be chaired by the President of the university and a “General Delegate” will prepare and attend its monthly meetings.

Role - The Steering Committee has **three core missions**:

- **Implementation of the IdEx**: to design and run the calls for projects, to set up the agreements with the IdEx structures within the university (eg. LabEx, SIAS...), specifying the objectives, the means and the evaluation procedures, and to monitor their implementation and impact;

SUBMISSION FORM

- **Coordination of all the “Investissements d’avenir” projects of the university** beyond the IdEx itself: to coordinate the different IA projects attached to the university (IdEx, EquipEx, SATT, IHU, BTEC...), in order to foster scientific collaborations and complementarity and monitor their implementation and impact;
- **Catalyst for the wider strategy of the IdEx partners in Strasbourg:** to act as a “clearing house” to answer rapidly to funding needs by centralizing requests, sharing information and if need be pooling resources, and to serve as a catalyst to develop the partners’ joint strategy for the site of Strasbourg.

The Steering Committee will perform these tasks **under the strategic guidance of the University Board**, which holds responsibility for the academic and socio-economic impact of all the “Investissements d’avenir” projects of the university. In order to ensure coherence and consistency, the Steering Committee will have a sole power to submit proposals to be adopted by the University Board on issues related to the IdEx. In particular, it will have an explicit mandate to concentrate funding on the “Excellence Perimeter”. It will be **established by July 2011** in order to ensure appropriate and early coordination between the “Investissements d’avenir” projects selected in Strasbourg.

According to the principle of subsidiarity, the structures set up in the framework of the “Initiative d’excellence” (such as the SIAS and the Institute for innovation for HE pedagogy) will enjoy a large degree of autonomy to define and implement their respective projects under the responsibility of the Steering Committee, 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 internal calls for projects, upon delegation of the University Board (see section 3.4.3 for the resource allocation system).

FINANCIAL MANAGEMENT

The **Foundation of the University of Strasbourg**, a subsidiary of the university, 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.

SUBMISSION FORM

OPERATIONAL IMPLEMENTATION

The General Delegate for the “Investissements d’avenir” will hold the overall responsibility to coordinate the operational implementation of the “Initiative d’excellence” instruments. In this capacity, he will attend 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 also 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 head of the Institute for Innovation in Higher Education pedagogy;
- 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.

This position has already been established since 2010 to coordinate the preparation of the “Investissements d’avenir” projects in Strasbourg.

A STRONG 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. The creation of the IdEx Financial Supervisory Committee (FSC) is a clear signal that quality control and financial auditing is a priority for the University of Strasbourg and its partners. Two levels of quality control and audit have been designed:

- **Annually, a quality control and external audit process** will be performed on the basis of the activity report of the General Delegate and **a financial audit** will be commissioned to an external “Commissaire aux comptes”. This audit will include controlling the level of funds invested by the IdEx partners in relation to the “Initiative d’excellence” and the concentration of IdEx funding on the perimeter of excellence. Both the report and the audit will be analysed by the FSC and the Strategic Orientation Committee (SOC), which will submit recommendations to the University Board. This annual review will be closely coordinated with the university management as a whole and especially with the monitoring of the internal contractual agreements between the university and each of its departments and research units.

SUBMISSION FORM

- **Every three years, an in-depth review of the IdEx** will be conducted on its scientific, management and financial dimensions, by a mixed team of external world-renowned academics and external audit experts and in close coordination with similar arrangements planned in the LabEx and other structures. This analysis will also seek to assess the transformative impact of the IdEx management processes on the university as a whole. It will be analysed by the Financial Supervisory Committee and the Strategic Orientation Committee for advice to the University Board. As a result, the latter will take all necessary measures to improve the management and impact of the IdEx project.

3.4.3 PROJECT ORGANISATION

RESOURCE ALLOCATION SYSTEM

Two main schemes have been foreseen for the allocation of IdEx resources within the university, depending on the instruments:

Internal calls for projects will be used to allocate “red carpet” chairs and PhD fellowships or for accessing the socio-cultural intervention fund, but also to select more complex instruments with a structural impact on the university such as Degrees and Schools of excellence, or Synergie². These calls for proposals will be based on the following principles:

- open to all research units and teaching departments in the university;
- competition on the basis of the criteria defined for each call, reflecting the strategic orientations of the university;
- concentration of funding on the perimeter of excellence;
- detailed commitment on measurable results and close monitoring by the General Delegate and the university management services.

The design and calendar of each call for projects will be proposed by the Steering Committee for validation by the University Board. Annual or biennial calls are foreseen for each project, depending on their specificities. The projects submitted will be ranked by the collegiums after consultation with the departments of the university. Evaluations will be based on systematic recourse to external academic expertise for a critical assessment of the proposed project. The Steering Committee will submit a decision proposal to the University Board.

Contractual agreements with internal structures will be used for the other instruments of the IdEx, such as the LabEx, the SIAS and the Institute for innovation in Higher Education pedagogy. These contractual agreements between the university and each structure will define its objectives, resources, internal procedures, and will include provisions for an annual evaluation of implementation and impact. They will be designed by the Steering Committee and approved by the University Board. They will allow the Steering Committee to monitor the implementation of these instruments in full respect of the scientific and management autonomy of the structures, including the LabEx. The Steering Committee will in particular supervise the continued good governance of the structures over time so as to ensure effective coordination between the structures and continuity in the projects beyond individual leaders.

SUBMISSION FORM

PROJECT PLANNING OUTLINE

The implementation of the IdEx project has been conceived by the university as a gradual process so as to derive benefits on quick-wins, ensure maximum relevance and coherence and draw lessons learned progressively. Three phases have been identified in the project planning outline:

First phase - Program operational design (first semester)

Organisation - The university will first focus on setting up the Steering Committee and the management cell supporting the Delegate General (who is already in place) and identify project leaders within university services. 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.

Communication - During the first phase, the university will organise a wide ranging internal communication policy in order to inform and mobilise its academic and administrative staff. Communication and consultation were already launched during the elaboration of the pre-project, with a general call for ideas (130 answers received), internal seminars and working groups, and regular presentations to the University Board and the General Assembly from December 2010 to May 2011.

Implementation - The main instruments will be detailed with the specification of the internal calls for project and the definition of the selection process. For each instrument, the university will draw on an evaluation of existing or experimental practices as well as an analysis of best practice in leading foreign universities.

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 proposals will be submitted to the University Board. Working groups will be set up to ensure a wide consultation of departments, research units and collegiums.

The contractual agreements with the few IdEx structures will be designed in the first phase.

Supervision - Once the definite set of indicators will be defined, in conjunction with the ANR specific request, the University and its partners will work on finalising the baseline (year 1) which will serve as a reference point for the IdEx monitoring and on defining the reporting processes and formats.

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

Implementation - The first calls for project are expected to be launched at the beginning of the second semester, and a complete first round of calls for proposals (ie. one call for each instrument) is 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.

Communication - Continuing internal and external communication via the website, newsletters and specific events.

SUBMISSION FORM

Supervision - The internal reporting of the project leaders will feed in the General Delegate’s annual activity report and annual financial audits by external experts will check the financial management. Both will be analysed by the COS and the FSC and presented by the Steering Committee before the University Board.

Third phase - Continuing implementation and supervision (from semester 5 onwards)

Implementation - From year three onwards, each instrument will follow the calendar and meet the targets set in the internal calls for projects and contract agreements.

Supervision - On top of the annual activity report and external financial audit, an in-depth assessment of the IdEx implementation is foreseen every three year, starting at the end of the third year (ie. after the first complete round of calls as been launched), with an audit of the financial, management and scientific dimensions of the project, in order to draw lessons, identify best practices, improve the implementation and prepare for the ANR evaluation foreseen in the fourth year (see section 3.4.2).

Communication - Specific communication will be set up to popularize the achievements and impacts of the IdEx project as a whole.

ZOOM on Year 1:

A general planning outline has already been discussed within the university on the priority actions to be implemented, should the IdEx be successfully assessed by the international jury, so as to ensure a fast and timely implementation of the project:

	Semester 1 (Phase 1)	Semester 2 (beginning of Phase 2)
Organisation	<ul style="list-style-type: none"> • Setting up of the Steering Committee and the Financial Supervisory Committee • Creation of the Management Unit and identification of project leaders • Design of the IdEx structures (SIAS, IPU...) • Validation by the University Board 	
Communication	<ul style="list-style-type: none"> • Internal communication campaign (information, mobilization and consultation) • Set up of communication tools (website, newsletter, ...) 	<ul style="list-style-type: none"> • Permanent communication (website, newsletter, ...)
Implementation	<ul style="list-style-type: none"> • Definition of the perimeter of excellence and its criteria of evolution • Specification of the calls for projects for the first instruments • Strategic reflections on the instruments with a structural impact (e.g. Synergies2) • Design of the contract agreements with the IdEx structures (SIAS, Institute for Pedagogy...) 	<ul style="list-style-type: none"> • Launch of the first calls for projects according to their calendar and milestones • Specification of all the IdEx instruments
Supervision	<ul style="list-style-type: none"> • Design of the indicators and objectives (in conjunction with ANR requests) and reporting processes and tools • Elaboration of a complete baseline for the IdEx indicators (in conjunction with ANR requests) 	<ul style="list-style-type: none"> • Monitoring of the implementation by the Internal Control Service • External financial audit and IdEx annual activity report • Advice from the Strategic Orientation Committee and the Financial Supervisory Committee • General debate at the University Councils and the University Board • Reporting to the ANR and the national “Comité des investissements d’avenir”

3.5. MEANS

This section 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.** On top of LabEx funding 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 (50%) and education (23%).** Other priorities include relations with the economic sector (8%) and performance management within the university, talent management included (8%);
- **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.

3.5.1 THE LABEX PROJECTS OF THE UNIVERSITY OF STRASBOURG

The University of Strasbourg and its partners submitted 13 LabEx projects in the first round of selection. The consolidated budgets of all the LabEx are integrated in section 4. The detailed justification of the means requested for each LabEx can be found in the respective documents submitted to the ANR: 6 LabEx projects have been awarded to Strasbourg in this first round, spanning across Sciences & technologies, Health & Life sciences and Social sciences & Humanities. The 7 other projects were all evaluated “B” by the jury. The university has decided to substantially improve these projects in accordance with the evaluations of the international jury and resubmit them at the second round of selection.

3.5.2 OTHER MEANS FOR THE STRATEGIC PRIORITIES OF THE IDEX

3.5.2.1 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 costs¹¹ have been estimated at **5,460 k€ a year**.

¹¹ 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.

SUBMISSION FORM

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 **3,220 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**.

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**.

3.5.2.2 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**.

SUBMISSION FORM

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**.

3.5.2.3 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**.

SUBMISSION FORM

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**.

3.5.2.4 GOING BEYOND FRONTIERS BETWEEN SCIENCES, CULTURE AND SOCIETY

A socio-cultural Intervention Fund

Financial needs - Personnel costs for the organisation 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 **1,213 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 1,213 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 **1,963 k€ a year**.

3.5.2.5 CROSSING A NEW FRONTIER IN UNIVERSITY MANAGEMENT

A policy of “talent management” within the university

Financial needs - Salary supplements and reduction of course load for 250 lecturers 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**.

3.6. HUMAN RESOURCES

The university commits itself to **manage the human resources covered on IdEx fund according to the highest international standards, in terms both of recruitment** (international advertisement, external expertise in the selection process...) **and of career** of the new staff (welcome package, dual career, mentoring, evaluation, training, rewards of achievements). Further elements can be found in sections 2.2 (on the international aspects) and 3.3.1 (on the SIAS and Red carpet instruments).

In addition the university seeks implement a **dynamic and differentiated management of human resources** in order to allow aspirations and talents to express themselves, either in research, innovation in teaching, administrative responsibilities or in the dissemination of science or knowledge transfer. This talent management policy, for the university as a whole, seeks attract, retain and motivate the best researchers and lecturers. **The IdEx project will act as a catalyst for this ambitious policy** (see section 3.3.5.1).

4. KEY DATA AND FINANCIAL PLANNING

Table 1 : Proportion of faculty and students involved in the excellence Initiative

Table 1.1

	Excellence perimeter	All partner institutions of the IDEX
Number of academics	805	2388

Table 1.2

Number of students (IdEx strategic priority n°2 : Transcending education frontiers: excellence, innovation and outreach)	IDEX perimeter	All partner institutions of the IDEX
Number of students concerned by the instrument "Degrees of excellence"	1 564	42 448
Number of students concerned by the instrument "Schools of excellence with international outreach"	1 564	42 448
Number of students concerned by the instrument "Institute for innovation in Higher Education pedagogy"	42 448	42 448

The instruments "Degrees of excellence" and "Schools of excellence" have each been designed to concern 5% of the BA students and 10% of the Master students. As a whole, they will therefore concern 3 128 students a year, which amounts to around 7,4% of the total student population.

The instrument "Institute for Innovation in Higher Education Pedagogy" will on the contrary act as a catalyst for innovation and improvement in all the teaching programs of the university. It is therefore designed to have an impact on all the students of the university.

SUBMISSION FORM

Table 2 : Capital grant requested (in millions of euros)

Capital grant requested	1 246,08
Yearly expected interests from the capital grant (based on a 3.413% rate)	42,53

SUBMISSION FORM

Table 3 : Presentation of the resources and expenses of the actions of the perimeter of excellence of the IDEX – total over 4 years (in millions of euros).

Actions	Resources				Spending		
	IdEx grant	Other grants related to « Investissements d'avenir »	Contributions of all partner institutions of the IDEX based on their own budget	External resources	Investments including real estate	Operating costs	Staff
Surpassing research frontiers through attractiveness and interdisciplinarity	35,38		93,91	26,69	3,58	45,18	107,22
Transcending education frontiers: excellence, innovation and outreach	27,32		106,33	7,87	7,83	28,81	104,88
Breaking down frontiers between the academic and economic worlds	8,67		38,80	5,04	0,00	16,86	35,65
Going beyond frontiers between sciences, arts and society	3,46		17,63	5,50	14,21	5,10	7,28
Crossing a new frontier in university management	11,21		5,07	0,00	0,47	2,90	12,90
IdEx governance	4,30		2,03	0,00	0,00	2,40	3,93
TOTAL IdEx for the perimeter of excellence outside the Labex funding requests	90,35		263,77	45,09	26,09	101,25	271,87
LabEx projects	65,80		512,72	159,19	63,57	144,62	529,52
TOTAL IdEx for the perimeter of excellence (including the LabEx funding requests)	156,16		776,49	204,29	89,67	245,87	801,39
IHU		40,34	0,19	55,07	53,57	24,29	17,74
SATT		22,31	5,53	3,67	0,00	9,45	22,05
Infrastructures		26,23	30,20	0,00	33,86	11,29	11,29
EquipEx		12,09	13,92	0,00	18,21	2,60	5,20
IEED		29,68	14,04	17,34	36,63	12,21	12,21
Nanobiotechnologies		1,33	1,66	0,00	0,50	0,70	1,80
Total other IA grants (obtained or pending) included in the perimeter of excellence		131,98	65,53	76,07	142,76	60,53	70,29
Total for the perimeter of excellence (IdEx and other IA grants obtained or pending)	156,16	131,98	842,02	280,36	232,43	306,41	871,67

SUBMISSION FORM

Table 4 : Presentation of the resources and spending of the other Idex actions - total over 4 years (in millions of euros)

Actions	Resources				Spending		
	IdEx grant	Other grants related to « Investissements d'avenir »	Contributions of all partner institutions of the Idex based on their own budget	External resources	Investments including real estate	Operating costs	Staff
Surpassing research frontiers through attractiveness and interdisciplinarity	15,16		40,25	11,44	1,53	19,36	45,95
Transcending education frontiers: excellence, innovation and outreach	11,71		45,57	3,37	3,36	12,35	44,95
Breaking down frontiers between the academic and economic worlds	3,72		16,63	2,16	0,00	7,23	15,28
Going beyond frontiers between sciences, arts and society	1,48		7,56	2,36	6,09	2,19	3,12
Crossing a new frontier in university management	4,80		2,17	0,00	0,20	1,24	5,53
IdEx governance	1,84		0,87	0,00	0,00	1,03	1,68
Total IdEx - outside the excellence perimeter	38,72		113,04	19,33	11,18	43,39	116,51

SUBMISSION FORM

Table 5 : Total budget over 4 years – resources and spending (in millions of euros)

	Resources mobilized for the actions of the Idex project	Total of the resources of the Idex partners
Fundings from the "Investissements d'avenir" (A) et (B)		
Investissements d'avenir : amount of the requested funding for the Idex (A)	194,88	Sans objet
Other fundings within Investissements d'avenir which could affect the Idex (B)	131,98	Sans objet
Funding obtained (b1)	102,30	Sans objet
Pending fundings (1st and 2 nd wave) (b2)	29,68	Sans objet
Contribution of the higher education Idex partners (C)		
Université de Strasbourg	565,00	1704
Total	565,00	1 704,00
Contribution of the research institutes within the Idex partners (D)		
CNRS	339,29	614,4
INSERM	50,77	75,6
Total	390,06	690,00
Contributions of other partners (E)		
Total	0	0

SUBMISSION FORM

Contribution of the territorial authorities (F)		
Conseil régional	54,11	Sans objet
Communauté Urbaine de Strasbourg	54,11	Sans objet
Total	108,23	Sans objet

Contribution of the private sector (G)		
sector to the IdEx actions	84,43	Sans objet
Contribution of the private sector to the other "Investissements d'avenir" projects	41,94	Sans objet
Total	126,37	Sans objet

Other contributions (H)		
Contributions from other LabEx external partners	20,36	Sans objet
Contributions from other external partners in the other "Investissements d'avenir" projects	4,13	Sans objet
Increase in successful submissions to the ANR and FP calls for projects (projection of IdEx impact)	40,59	Sans objet
Total	65,09	Sans objet

TOTAL (I)		
TOTAL of the resources mobilized for the actions of the Idex project	1 581,60	Sans objet

SUBMISSION FORM

Table 6 : Distribution of the expenses according to the nature of the 4 year budget (in millions of euros)

	Requested funding for the Idex	Resources mobilized for the actions of the Idex project
HR (including permanent staff)	138,48	988,19
Equipment	22,46	243,61
Operating costs	33,94	349,80
Total	194,88	1 581,60

SUBMISSION FORM

Table 7 : Distribution of the expenses by activity of the 4 year budget (in millions of euros)

	Requested funding for the IDEX	Resources mobilized for the IDEX project
Research	97,08	930,02
Training	45,43	285,76
Development of results and relations to the economic sphere	16,13	200,03
Focus on Talent management and University transformation (IDEX strategic priority n°5)	15,70	22,94
Governance	6,03	24,12
Campus life	4,85	37,89
Other	9,65	80,84
Total	194,88	1 581,60

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.

ENA: Ecole Nationale d'Administration. Provides professional training for future high and Governmental Administration servants.

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".

IEEPI: Institut Européen Entreprise et Propriété Intellectuelle. Training facility dedicated to the economic and strategic aspects of intellectual property.

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.

SUBMISSION FORM

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.

OST: French Observatory for Science and Technology

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".

STRATER: An overview of the potentials of the IdEx applicant' sites, French ministry of Higher Education and Research (February 2011).

SUBMISSION FORM

ANNEX

Paris, le 18 mai 2011

Monsieur le Président et Cher collègue,

En s'engageant à vos côtés comme partenaire du projet d'initiative d'excellence (IdEx) "Par-delà les frontières, l'Université de Strasbourg", le CNRS a manifesté son soutien au développement d'une *université de recherche* attractive, de niveau international, confirmant ainsi sa volonté d'être un acteur majeur de la définition et de la mise en œuvre d'un grand site de recherche en Alsace.

Cet engagement repose sur une concentration importante de ressources sur le site : tous statuts confondus, ce sont plus de 1 500 chercheurs, ingénieurs et techniciens du CNRS qui, d'ores et déjà, contribuent au rayonnement de la recherche strasbourgeoise. Cet engagement se traduit, en outre, par la mise en œuvre d'une plateforme de services partagés entre nos établissements, unique en France, qui servira d'assise à l'intégration progressive de la gestion de la recherche sur le site.

Le CNRS et l'Université de Strasbourg sont partenaires dans d'autres projets très importants, retenus dans le programme des investissements d'avenir : 1 EquipEx, 4 LabEx et une SATT, proposée à partir de l'expérience de mutualisation du transfert de technologie Conectus Alsace, partagée depuis plusieurs années par nos établissements.

Au moment où le processus de sélection des IdEx arrive à son terme, je tiens à réaffirmer la volonté du CNRS de développer cette présence forte à Strasbourg, en maintenant les engagements de moyens actuels et en mobilisant de façon volontariste des outils propres au CNRS en complément des dispositifs proposés dans le dossier IdEx. C'est ainsi que l'accueil d'enseignants-chercheurs en délégation, l'attribution de chaires d'excellence ou l'inscription dans des programmes de soutien à l'interdisciplinarité pourront intervenir en synergie avec des instruments de l'IdEx comme les dispositifs d'attractivité, le programme doctoral international ou la mise en œuvre de l'Institut d'Etudes Avancées.

Le CNRS participera, aux côtés de l'Université, à la structure de pilotage de l'initiative d'excellence. Par ailleurs, une prochaine convention de site formalisera notre volonté conjointe de définir une politique scientifique commune reposant sur un copilotage renforcé des unités de recherche.

Je vous prie de croire, Monsieur le Président et Cher collègue, en l'expression de mes sentiments très cordiaux.



Alain FUCHS

Monsieur Alain BERETZ
Président
Université de Strasbourg
4 rue Blaise Pascal
67081 STRASBOURG Cedex



SUBMISSION FORM

**Instituts
thématiques**



Inserm

**Institut national
de la santé et de la recherche médicale**

Le Président-directeur général

101, rue de Tolbiac
75654 Paris Cedex 13
Tél. +33 (0)1 44 23 60 64
Fax : +33 (0)1 44 23 60 65
E-mail : janine.gaudinot-gomez@inserm.fr

Dossier suivi par :

Mme Elli Chatzopoulou
Responsable
Pôle Partenariats et Politique de site
Département des Partenariats
et des Relations extérieures
Tél. +33 (0)1 44 23 63 24
Fax : +33 (0)1 44 23 60 15
E-mail : elli.chatzopoulou@inserm.fr

N/réf. ABI/EC/im 2011-379

Monsieur Alain Beretz
Président
Université de Strasbourg
4, rue Blaise Pascal
CS 90032
67081 Strasbourg Cedex

Paris, le 13 mai 2011

Objet : Appel à projets « Initiatives d'Excellence » des Investissements d'Avenir

Monsieur le Président,

L'avis du jury international a conduit à la pré-sélection du projet d'Idex « Par-delà les frontières, l'Université de Strasbourg » auquel l'Inserm est pleinement associé, et je vous en félicite.

Strasbourg constitue un site majeur pour l'Inserm. Le projet que vous portez comporte une part très importante consacrée aux sciences de la vie et de la santé. C'est donc tout naturellement que l'Institut s'y est associé, et vous apporte tout son soutien. Je vous confirme mon accord pour que l'Institut soit membre du Steering Committee, instance clé de la gouvernance en matière de stratégie pour la recherche au sein de l'Idex.

Les résultats déjà connus aux différents appels à projets des Investissements d'Avenir confirment l'importance de Strasbourg comme site de recherche en sciences de la vie et en santé, et l'intérêt majeur du partenariat privilégié entre nos établissements.

Aussi, je vous confirme la volonté de l'Inserm de mobiliser ses moyens sur l'excellence, en synergie avec les dispositifs de l'Idex, qu'il s'agisse de chaires Organismes / Universités, de contrats jeunes chercheurs de haut niveau, de contrats ATIP-Avenir ou d'allocations doctorales co-financées avec le Conseil régional.

Je souhaite pleine réussite au projet et je vous prie d'agréer, Monsieur le Président, mes salutations cordiales.

Pr. André Syrota
Président-directeur général

SUBMISSION FORM



Letter of Intent

A New Partnership for Excellence

(1) Vision

Albert-Ludwigs-Universität Freiburg and *Université de Strasbourg* intend to engage in a new kind of partnership which will be characterised by

- its comprehensive approach, covering a vast spectrum of fields of cooperation,
- its contribution to the respective status of excellence of both universities,
- the impetus it will give to the development of science in the Upper Rhine Region.

This partnership will bring about new synergies between the neighbouring universities. It will enable them to better realize their enormous academic potential and to achieve a joint communication plan about it. Eventually, this partnership will contribute to turning the Upper Rhine Region into a globally visible and recognized centre of excellence and it will represent a unique form of trans-national integration of comprehensive research universities.

(2) Background

Both universities can build on a broad basis of joint activities and cooperation. Linked by their joint membership in the European Confederation of Upper Rhine Universities (EUCOR) they have developed 15 joint study programs ranging from biotechnology to classical philology. They have engaged in outstanding research projects and networks ranging from climatology to soft matter science. As members of the League of European Research Universities (LERU) they play an active role in shaping Europe's future research landscape.

(3) Institutes for Advanced Studies

Both universities attach strategic importance to the development of their respective Institutes for Advanced Studies – the *Freiburg Institute for Advanced Studies (FRIAS)* and the *Institut d'Études Avancées (IEA)* currently in progress in Strasbourg. They will assure a steady exchange between the two institutes in all areas of their scientific activities. The cooperation between the two institutes will comprise regular consultations on research programs and institutional strategies, joint seminars, workshops, conferences and summer schools, a regular exchange of fellows and various forms of joint fellowships as well as strategic

SUBMISSION FORM

partnerships in the acquisition of third-party funding (from the European Science Foundation and other potential sources).

Freiburg responsible: Prof. Werner FRICK, Speaker, FRIAS Board of Directors

Strasbourg responsible: Prof. Michel DENEKEN, Senior Vice-president of the University

(4) Research

Both universities are convinced that their respective research agendas still offer a great potential for cooperation and synergies. They will therefore seek to intensify joint research projects and build up shared research groups. To facilitate the joint application for national and international research grants, they will create a bilateral fund to support scientists who are in the process of drafting a joint research proposal.

Freiburg responsible: Prof. Günter REITER, Speaker of the International Research Training Group in Soft Matter Science

Strasbourg responsible: Prof. Eric WESTHOF, Vice-president of the University for Research and Doctoral studies

(5) Doctoral Training

Both universities believe that a high quality doctoral training that combines scientific qualification, skills development and international experience is of crucial importance for setting the basis of future excellence. They will therefore – in the framework of the EUCOR - working group on doctoral training – intensify their efforts to exchange doctoral students and to facilitate co-directed dissertation projects (*cotutelle*). To assure the legal basis for cooperation in this field, they will work out and sign a respective bilateral framework agreement.

Freiburg responsible: Prof. Stefan PFÄNDER, Chair of the Hermann Paul School of Language Sciences (HPSL)

Strasbourg responsible: Prof. Denis HEISSLER, Director of the College of Doctoral Schools

(6) Education

Both universities support the development of further joint study programmes and strive to generalise the cross-border experience that the Upper Rhine Region offers to as many fields of study as possible. To do so, they will examine ways to give incentives and to remove administrative obstacles both for academic staff and for students to engage in teaching cooperation and to participate in courses at the partner university.

Freiburg responsible: Prof. Thomas KLINKERT, Director of the Center for Contemporary French Studies

Strasbourg responsible: Prof. Joern PÜTZ, in charge of Transborder Relationships.

SUBMISSION FORM

(7) Management and Infrastructure

Both universities believe that they have a lot to learn and gain from each other by a closer cooperation in the field of management and infrastructure. They will offer opportunities for an intensive exchange of knowledge and ideas concerning strategic development and university management, bringing together experts and decision-makers from both sides. Furthermore, they will enhance cooperative approaches in the field of infrastructure, ranging from libraries and IT Services to facility management and energy supply.

Freiburg responsible: Prof. Gerhard SCHNEIDER, Director of the University IT Services
Strasbourg responsible: Prof. Catherine MONGENET, Vice-president of the University for ICT policy

(8) Implementation

In order to implement the cooperation and joint activities in the above mentioned fields, the responsible experts from both universities will form a working group that will meet at least twice a year. This working group will draft and monitor a biannual action plan in which the specific cooperation projects are described. The working group will report to a joint meeting of both universities' leaderships which will be held once a year.

Strasbourg, 24 September 2010



Prof. Hans-Jochen SCHIEWER

Rektor,
Albert-Ludwigs-Universität Freiburg



Prof. Alain BERETZ

Président,
Université de Strasbourg

SUBMISSION FORM



Agreement Partnership for Excellence

1. Background and Vision

Karlsruhe Institute of Technology (KIT) and *University of Strasbourg* have strong existing relationships in education and research. From this starting point, they intend to engage in a deeper partnership which will be characterised by:

- a comprehensive approach covering scientific fields of excellence of both universities,
- an implementation of their cooperation policy which will contribute to the respective status of excellence of both universities,
- the impetus it will give to the development of science in the Upper Rhine Region.

Indeed these neighbouring universities are already linked by their joint membership in the European Confederation of Upper Rhine Universities (EUCOR). This partnership will bring about new synergies. It will enable them to better realize their enormous academic potential and to achieve a joint communication plan about it.

Eventually, this partnership will contribute to turning the Upper Rhine Region into a globally visible and recognized centre of excellence and it will represent a unique form of transnational integration of comprehensive Research Universities.

2. Research

Both universities can build on a broad basis of joint activities and cooperation. They have engaged in outstanding research projects and networks in many research fields, ranging from Economics to Materials and Nano-sciences.

They are convinced that their respective research agendas still offer a great potential for cooperation and synergies. They will therefore seek to intensify joint research projects and build up shared research groups.

The *University of Strasbourg* applied to the call "*Laboratoires d'excellence*" (LabEx) of the French Government: this application states that relationships with *KIT* are in progress in Mathematics, Biology and Chemistry. Moreover *Karlsruhe Institute of Technology* research teams are full-fledged partners in two LabEx projects (on Materials and Nano-sciences, and on Economics and creativity).

KIT responsible: Prof. Detlef LÖHE, Vice-president for Research and Information

Strasbourg responsible: Prof. Eric WESTHOF, Vice-president for Research and Doctoral Studies

SUBMISSION FORM

3. Doctoral Training

Both universities believe that a high quality doctoral training that combines scientific qualification, skills development and international experience is of crucial importance for setting the basis of future excellence. In the framework of the EUCOR working group on doctoral training, and within a very selective international PhD Program, they will intensify their efforts to exchange doctoral students and to facilitate co-directed dissertation projects (*co-tutelle*).

KIT responsible: Dr. Britta TRAUTWEIN, Karlsruhe House of Young Scientists
Strasbourg responsible: Prof. Denis HEISLER, Director of the College of Doctoral Schools

4. Education

Both universities support the development of further joint study programmes and strive to generalise the cross-border experience that the Upper Rhine Region offers to as many fields of study as possible. They will examine ways to give incentives and to remove administrative obstacles both for academic staff and for students to engage in teaching cooperation and to participate in courses at the partner university.

KIT responsible: Prof. Dr. Ing. Jürgen BECKER, Chief Higher Education Officer
Strasbourg responsible: Prof. Joern PÜTZ, in charge of Transborder Relationships

5. Infrastructures

Both universities believe that they have a lot to learn and gain from each other by a closer cooperation in infrastructures for research, education and technology transfer. They will enhance cooperative approaches in this field especially for applying European infrastructures programs.

6. Implementation

In order to implement the cooperation and joint activities in selected fields, the experts in charge of the coordination from both universities are:

Economics and Management:

Strasbourg coordinator: Prof. Patrick LLERENA, BETA Laboratory
KIT coordinator: Prof. Dr. Ingrid OTT, Institute for Economic Policy Research

Mathematics:

Strasbourg coordinator: Prof. Thomas DELZANT, Dir. IRMA Institute
KIT coordinator: Prof. Dr. Vincent HEUVELINE, Institute for Applied and Numerical Mathematics

Biology:

Strasbourg coordinator: Prof. Olivier POURQUIÉ, Dir. IGBMC Institute
KIT coordinator: Prof. Dr. Uwe STRÄHLE, Institute of Toxicology and Genetics (ITG)

SUBMISSION FORM

Materials and Nano-sciences:

Strasbourg coordinator: Prof. Marc DRILLON, Dir. IPCMS Institute
KIT coordinator: Dr. Mario RUBEN, Institute of Nanotechnology (INT)

Chemistry:

Strasbourg coordinator: Prof. Thomas EBBESEN, Dir. ISIS Institute
KIT coordinator: Prof. Dr. Manfred KAPPES, Institute of Physical Chemistry

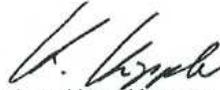
Physics:

Strasbourg coordinator: Prof. Jean-Pierre MUNCH, Faculty of Physics-Engineering
KIT coordinator: Prof. Dr. Wulf WULFHEKEL, Institute of Physics

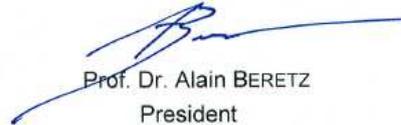
7. Future development

In order to deepen and extend the cooperation between both partners a shared board will be established which monitors the development of the cooperation and gives advice for its future development e.g. by initiating new fields of mutual activities.

Strasbourg, 12 May 2011



Prof. Dr. sc. tech. Dr. h. c. Horst HIPPLER
President
Karlsruhe Institute of Technology



Prof. Dr. Alain BERETZ
President
University of Strasbourg