

Strategic

To define its *vision*



roadmap

University of Strasbourg

2030

and

*priorities* for



2030





### This strategic roadmap *was drafted*

as part of a decidedly participatory process, first with focus groups and then via a broad consultation of our entire community.<sup>1</sup> This consultation encouraged discussion and debate within our university and was therefore an important moment of participatory democracy. The university authorities were involved in the main stages of this consultation and in the drafting of this document, which was adopted in Congress on 28 January 2020.<sup>2</sup>

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### This document is intended *to be*

a “living strategy” and should serve as a reference text in the life of our university. Its implementation will involve our entire community, whether in the context of major institutional projects or of the numerous initiatives launched by academic departments, research centers or support services. It will also involve the academic, institutional, socio-economic and cultural partners of the university and its alumni network. The projects that are in accordance with its objectives will be able to request support from the University of Strasbourg’s Excellence Initiative (IdEx), in conjunction with its partners and in accordance with its own procedures. Finally, the aim of this strategic roadmap is to serve as a set of guidelines in the development of the next five-year contract with the ministry, to be updated regularly by an on-going dialogue between the university community and its authorities.

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<sup>1</sup> Our community is composed of all students, teacher-researchers, teachers/professors, lecturers and library, engineering, administrative, technical, social and health staff of the university, as well as alumni. It also includes the researchers, engineers, technicians and administrative staff attached to the research units supervised or co-supervised by the university and a research body.

<sup>2</sup> The University Congress is composed of the members of the Board of Governors, the Academic Board and the Technical Committee.

The development of our community *over the next 10 years* must first and foremost be based on a shared vision of the university that we aspire to become. This vision is based on the values that define us and on the strengths that distinguish us. Its aim is *to direct our efforts* to improve the conditions in which the **University of Strasbourg** carries out its fundamental missions in research, teaching, innovation and community involvement. It must also *enrich the quality of life* of our community, on its campuses and in its interactions with our partners.



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An international | A shared  
vision of the university  
based on the | creative |  
values that define us  
inclusive ||| | open | and  
the strengths  
that | university |  
distinguish us.

### An international *university*

Located in the heart of Europe, the University of Strasbourg today boasts over 750 international partnerships, nearly 20% foreign students and staff from more than 80 different nationalities. With the EPICUR alliance of European universities and EUCOR<sup>3</sup>- The European Campus, these assets are an essential driver of its scientific prestige, of quality student learning and of its staff development. Our university must go even further and offer all of its members genuine opportunities to forge international ties, through collaboration and mobility, of course, but also through a vibrant campus life shared between students and staff of multiple nationalities.

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### A creative *university*

Our university has always distinguished itself with its pioneering spirit and its ability to innovate in research, in teaching and in its relationship with society. It must establish itself as a space for creativity for our entire community. Supporting creativity means giving each individual the means to take initiatives and to engage collectively. As part of the scientific method, creativity must also be expressed in our courses and our teaching practices. It must be at the heart of our campus to foster a culture of commitment, responsibility and social innovation. Finally, it must be reflected in the agility of our organisation and in its ability to invent simpler and more collaborative modes of operation, particularly through the use of digital technology.

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<sup>3</sup> The University of Strasbourg is a founding member of the EPICUR alliance of European universities, composed of the universities of Amsterdam, Freiburg, Karlsruhe, Mulhouse, Poznań, Thessaloniki and Vienna. It is also a member of EUCOR - The European Campus with 4 other universities of the Upper-Rhine region (Basel, Freiburg, Karlsruhe and Mulhouse).

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## An open *university*

The University of Strasbourg is a key player in its region, with campuses in the heart of the city and a leading role in Alsace, in the Grand Est region and in its trinational cross-border area. It must be in touch with the socio-economic world and assert itself as **an essential partner in terms of technological innovation, entrepreneurship and lifelong learning**. It must also stand out for its ability **to disseminate knowledge to inform public debate** and maintain the critical thinking necessary both for innovation in organisations and for democratic life. This openness is a prerequisite for helping to meet the great societal, economic and environmental challenges of our time.

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## An inclusive *university*

Our community is rich above all in the diversity of its members, and it must endeavour to make this an asset for the benefit of all, thus **condemning all forms of racism and discrimination**. It has **a major role to play to promote diversity**, particularly in terms of gender equality, social diversity, interculturality, but also disability awareness. Inclusiveness helps to develop a culture of dialogue and mutual learning as well as a sense of community. It must be **a source of improvement for all**, for example, in terms of innovation in our projects, mutual aid, shared campus life, and relations with our partners and alumni.

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To achieve this vision, university must build both on *large-scale projects* and on *the many initiatives* launched on an on-going basis *within our academic departments, research centers and support services*. The work involved in drafting this strategic roadmap has made it possible to develop strategic guidelines to the benefit of the missions at the heart of our university.





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Missions

To develop

of Education

Research

strategic  
guidelines *to the benefit  
of the missions*  
at the heart

Innovation and

of our

societal impact

university.

## Education



The University of Strasbourg will prepare its students to meet the challenges of the future by offering them an experience that is adapted to their ambitions by stimulating their creativity, curiosity and openness to the world. The quality of this student experience will be based on 3 main development themes:

**Internationalisation of the student experience.** Our university has a duty to offer a truly international experience to all of its students, with teaching of and in foreign languages, mobility opportunities within a dense network of partnerships (particularly within EPICUR), a first-rate quality of support (with the Bienvenue en France, Welcome to France label) and communication between different cultures, which is a feature of our campus life.

**Personalisation of courses.** Our undergraduate and further education course offering must enable each student to construct an academic curriculum that is adapted to their talents and aspirations. The University of Strasbourg will support its students in their learning and their paths of specialization to enable them to acquire the knowledge tools, both subject-specific and cross-disciplinary essential for their future plans and particularly their entry into the workforce. With project Noria<sup>4</sup>, we will also help high-school students with their transition to higher education.

**Pedagogical Innovation.** The University of Strasbourg will support its academic staff in the development of their teaching

skills, particularly by implementing active learning and digital technology to meet the needs of its students in all their diversity.

## Research

The University of Strasbourg will provide a world-class research environment and a space for creativity enabling its academic staff and students to tackle the unknown and meet the great scientific and societal challenges of the future. An original and ambitious partnership with research organisations will be essential. The quality of our research environment will be based on 3 main development themes:

**(Inter-)disciplinary structuring.** Our university will seek to maintain its disciplines at the highest level while fostering the development of major interdisciplinary themes to respond in the most relevant way to the great societal challenges of tomorrow. In particular, it will accelerate the dynamic that has been underway for many years with initiatives promoting cross-functional collaboration. The Interdisciplinary Thematic Institutes in particular will make it possible to support high-impact research and to fully integrate research into teaching at all levels of the academic cycle.

**Platforms and scientific data.** The University of Strasbourg will continue to invest heavily in the development of state-of-the-art scientific and technological platforms. To help the university community to prepare the future, it will, in particular, set up an efficient organisation for data processing and storage, and support activities in the crosscutting area of artificial intelligence.

<sup>4</sup> Project Noria was submitted by the University of Strasbourg in 2019 and won the national call for projects entitled "Territorial measures for guidance towards higher education".

**Internationalisation of research.** Our university will offer practical support to its teacher-researchers and researchers to help them to join international networks, drawing not only on EPICUR and EUCOR - The European Campus, but also on all of our partnerships with foreign universities<sup>5</sup>. Specific support will also be given to newcomers, particularly those coming from abroad, to provide them with the ideal conditions to hit the ground running.

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### **Innovation and societal impact**

The University of Strasbourg intends to establish itself as a key partner in the fields of technological and social innovation, entrepreneurship, lifelong learning, and the dissemination of knowledge in the public arena. The strengthening of our economic and societal outreach will be based on three main development themes:

**Increased support for innovation.** In conjunction with local support structures (Conectus, SEMIA start-up, competitiveness centers, etc.), our university will help its teacher-researchers and researchers promote and publicise their research and will bolster its ability to respond to the emerging needs of businesses and organizations. It will also step up its support for the creation of start-up, for student entrepreneurship and for the incubation of projects with high innovation potential.

**An open campus in a heartland of innovation.** Our university will also develop spaces for the exchange of ideas and experimentation in science and technology bringing businesses closer to research centers. Our students and staff will have privileged access to

these spaces to further their training and develop pedagogical innovation. In order to achieve this ambition, our university will develop greater autonomy in the management of its real-estate assets.

**Open science and the dissemination of knowledge.** The University of Strasbourg must be a public space for debate and reflection in the heart of its region and in close collaboration with its various stakeholders. Ethics and integrity will always be an integral part of the development and assessment of all of its research, teaching and innovation activities. It will strive to make its results and data available to the public, and to involve citizens as often as possible with the implementation of its research programmes to facilitate their appropriation. Finally, in a context in which the very legitimacy of information is often questioned, it will actively contribute to enlightening public debate and helping its students to become free, critical and responsible citizens.

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<sup>5</sup> In addition to EPICUR and EUCOR - The European Campus, the University of Strasbourg has a dense network of partnerships in Europe (Germany, United Kingdom, etc.) and throughout the world (Australia, Azerbaijan, Canada, China, India, Japan, United States, etc.)

In support of these areas of development  
focused on our fundamental missions, our  
university will engage in four fields  
of transversal transformation.



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To engage Involvement  
Talents in four fields  
of Sustainable development  
*transversal*  
*transformation.*

Institutional agility

## Field 1 *involvement and participation*

The University of Strasbourg wishes to develop a culture of participation by promoting a more collaborative way of functioning and the involvement of its members in the life of the university and beyond. This culture will help to strengthen the bonds that unite us and will be crucial in our ability to build the future together. In this respect, the consultation organised in 2019 was a landmark for our university in terms of participatory democracy. We now need to broaden and diversify this dynamic in order to make it an integral feature of our community.

Inventing new means of participation to enable all of its members to express themselves regularly, in all their diversity, with, for example, regular discussions on the quality of working and student life, open consultations on future university plans or collaborative working groups to formulate operational and targeted action plans.

Implementing measures to promote community initiatives (hackathons, participatory budgeting, etc.) around issues that are particularly close to its heart, such as sustainable development, quality of life at work and in studies, equality of opportunity and solidarity.

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## Field 2 *Development of talents*

The development and the reputation of the University of Strasbourg are dependent on all of its academic, administrative and technical staff and, of course, on its students. It must therefore provide a work and study environment that enables each individual to develop their talents and creativity. The HR Excellence in Research European label, acquired in 2017, is proof of our commitment in this area.

Helping our staff to build their own career paths based on their talents and aspirations, in particular by highlighting even better their pedagogical and administrative commitment and by offering each individual, opportunities to develop their knowledge and skills (expertise, management, languages, teaching practices, etc.). Particular attention in this context will be paid to gender equality, disability and social diversity among staff and students.

Promoting personal fulfilment and well-being and a work-life balance, in particular, with management that listens to suggestions and is sensitive to difficulties, support of commitment and participation (consultations, working groups, etc.) and cultural, sporting and health facilities that promote inclusion and will make our campuses living spaces as well as working spaces.

Attracting the best talents for our missions, both in our support services and class rooms, by improving our recruitment processes (working conditions, national and international communications, etc.).

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### Field 3 *Sustainable development*

There is no longer any time for prevarication on the issue of sustainable development, and especially the protection of the environment. As an important stakeholder, the University of Strasbourg must take concrete measures in research, teaching and innovation as well as in its own running and campus life. The need for sustainable development must inform all activities carried out by and within our university. To do so, we must act decisively and in close collaboration with our partners.

#### Supporting the initiatives and commitment of students and staff

to limit the carbon footprint of our university whether by recycling and reducing waste (especially from research), or the development of soft mobility.

Systematically reducing the environmental impact of our operating practices: reducing the number of emails, waste paper, local and international travel, energy efficiency of our buildings, etc.

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### Field 4 *Institutional agility*

Finally, in order to improve the working conditions of its members and to address the numerous challenges that await it, our university must become more agile, streamlined and reactive. This is all the more important because the creation of the EPICUR alliance of European universities will open the way to inter-university projects and activities shared between its 8 partners.

Simplifying and optimising operating practices in a process of continuous improvement, with a major focus on the dematerialisation of our processes, and dedicated support to assist our staff in this transition.

Rethinking and simplifying communication between the central level and academic and research departments by working, in particular, on reforming our internal organisation and improving its management.

Consolidating financial autonomy, by taking full advantage of the Horizon Europe programme, of the University of Strasbourg Foundation and possibly the devolution of our real-estate assets.

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