

University of Sorbonne Paris Cité

Excellence Initiative

8 December, 2011



PROJECT / ACRONYME DU
PROJET

USPC

TITRE DU PROJET EN
FRANÇAIS

UNIVERSITÉ SORBONNE PARIS CITÉ

PROJECT TITLE IN ENGLISH

UNIVERSITY OF SORBONNE PARIS CITÉ

PROJECT MANAGER / PERSONNE
RESPONSABLE
DE LA COORDINATION DU PROJET

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INSTITUTION
LEADING THE PROJECT (PROJECT LEADER) /
INSTITUTION PORTANT
LE PROJET (LE PORTEUR)

POLE DE RECHERCHE ET D'ENSEIGNEMENT SUPÉRIEUR
SORBONNE PARIS CITÉ / JEAN FRANCOIS GIRARD, PRESIDENT

CAPITAL GRANT REQUESTED M€ (A) /
DOTATION EN CAPITAL DEMANDÉE
EN MILLIONS D'€ (A)

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HIGHER EDUCATION AND RESEARCH
INSTITUTIONS /
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SUPERIEUR ET DE RECHERCHE

RESEARCH INSTITUTES /
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**2. ADDITIONAL FILE : OPERATIONAL MEASURES
(PP. 9-23, 15 PAGES)**

1. THE PERIMETER OF EXCELLENCE: CURRENT STRENGTHS

The current perimeter of the IDEX encompasses 2446 researchers and research professors, 99 research units, representing 37% of Sorbonne Paris Cité's research resources. USPC's research activity is divided into four main fields of research and education constituting the Divisions of the future University of Sorbonne Paris Cité. The figures of the perimeter of excellence are the following: in **Exact Sciences and Engineering Sciences**, 20 research units and 917 researchers and research professors of the perimeter of excellence; in **Life and Health Sciences**, 38 research units and 594 researchers and research professors of the perimeter of excellence; in **Humanities (Arts, Literature and Languages)**, 17 research units and 458 researchers and research professors of the perimeter of excellence; in **Social Sciences and Public Policy**, 24 research units and 477 researchers and research professors of the perimeter of excellence.

Our fields of scientific strengths (scientific highlights) are described more precisely in section 1 of the delta document.

The IDEX perimeter of excellence has the potential to be considered as a comprehensive university. Our strengths are well balanced between the main fields of research, and this comprehensiveness will foster interdisciplinarity in fields such as Public Health Policy, Earth Policies, Future Energies, Global Studies and Identity Studies. To reinforce USPC's potential, multidisciplinary institutes will be created in order to reinforce USPC's potential.

Sorbonne Paris Cité is already a world class player in key areas such as earth sciences, mathematics and computer sciences, materials science, genetics, haematology, public policy, linguistics, social sciences, international studies.

Sorbonne Paris Cité's perimeter of excellence features a number of prestigious programmes. In Exact Sciences and Engineering sciences, IPGP and INALCO offer joint degrees in Earth sciences. Another joint master in the field of quantum devices is offered between Turin and Paris Diderot. Interdisciplinarity is fostered within Life and Health Sciences through the dual honours degree in medicine-management (Paris Descartes, Paris Diderot, ESSEC), and dual degrees in medicine-humanities, medicine-law and medicine-sciences delivered by Sorbonne Paris Cité establishments. Paris Descartes developed a joint Master's degree in bioengineering with the ESPCI. The Frontier of Life programme offers a cutting edge programme in partnership with the Bettencourt-Schueller Foundation. In Humanities, Arts, Literature and Languages, Sorbonne Nouvelle proposes a prestigious joint masters degree in Cinematographic Studies. Sciences Po has developed numerous international dual degrees (Columbia, LSE, Fudan, Georgetown, MGIMO Moscow, FGV Sao Paulo) in the frame of its newly created Paris School of International Affairs. In Health Policies, the EHESP has developed a Master's degree in Public Health. Sorbonne Paris Cité has launched several innovative education projects, notably in risk management.

The distribution of scientific strengths of Sorbonne Paris Cité shows that:

- they are at the same time concentrated in each research fields and well distributed between the four divisions;
- USPC can easily be a comprehensive university that will promote interdisciplinary research.

2. FOUR YEAR PROJECT TARGETS AND FORESEEABLE RISKS

2.1. Foreseeable risks identified and taken into consideration to reach the four year project targets

Change management: a resistance to the merger of education degrees and reticence of the academic community to change; a lack of support of the academic and administrative community for the process; an unwillingness to accept external evaluation by the academic community; the necessity to cope with the present day heterogeneity of practices among different scientific sectors and administrative sectors and avoid the feeling that one sector is imposing its common practices on others.

An action plan is scheduled in order to accompany change and to foster an USPC sense of belonging (cf. roadmap “governance, resources allocation, HR” obj. 6)

International attractiveness: difficulties to promote the USPC brand to corporations and philanthropists; time needed to build new identity at international level:

An action plan is scheduled in order to promote USPC attractiveness and international exposure (cf. roadmap “governance, resources allocation, HR” obj. 6)

National rules: innovation limited by strict national rules.

Respect of timeline: difficulty to meet the challenges of the merger process in terms of deadlines

A detailed roadmap will help the governing bodies implement the merger timetable

Amount of funding: Funding too limited for the planned programmes and actions, and thus a drag on motivation

The IDEX is expected to have a leverage effect on the resources provided through IDEX funding.

2.2. Four year project targets

a) Scientific ambition

USPC has the scientific potential of a global university. It already has a wide research spectrum with a good balance between the research fields. USPC is a world-class player in key areas including earth sciences, mathematics and computer sciences, materials science, genetics, haematology, public policy, linguistics, social sciences and international studies. Furthermore USPC has a long-standing tradition of interdisciplinarity which will be crucial in addressing issues (sustainability, health public policy, globalization, etc.) that have been defined as strategic both by the *Stratégie nationale de la recherche scientifique* and the European research framework.

Nevertheless, USPC needs to build a common sense of identity. It has to rationalize the research map in certain areas in order to achieve greater quality efficiency and coherence.

USPC therefore has the following objectives and aims to reach the following targets:

Objectives	Target Year 4	Indicators	Year 1	Year 4
Set up structuring and research framework achieving international standard of excellence	Leverage effect raising the overall standard of USPC's research units and USPC's visibility	1.1 % of researchers involved in the peridex	37%	60%
		1.2 Nbr. of ERC	40	60
		1.3 Rank in International rankings (ARWU)	43	35
		1.4 Nbr. of EU high-risk projects	-	4 to 6
Organize research framework and foster interdisciplinarity	USPC's new divisions and departments set up and fully working Rationalization of research map effective in strategic areas, in concordance with the AERES and the IAB USPC's first three interdisciplinary institutes set up and working	2.1 % of researchers involved in C rated units	3%	0%
		2.2 Nbr. of researchers involved in B-rated units	25%	20%
		2.3 Number of joint multidisciplinary publications	80/year	100/year
		2.4 Number of PhD affiliated to several divisions	NC	100
Consolidate scientific equipment	Rationalization of the existing technological platforms and equipment Plan for their further upgrading defined	3.1 Amount of external funding raised for new platforms, common engineers positions, and mid- size equipment	NC	3M€/year

b) Teaching: ambition and innovation

USPC has a multidisciplinary (covering almost all disciplines) and very attractive teaching offer at both undergraduate and graduate levels (e.g. dual honours degrees and major/minor programmes attractive for students that are looking for double knowledge fields, or who do not want to make a disciplinary choice too early). We offer innovative degrees (e.g. digital teaching and learning, dual degrees with a high interdisciplinary factor) and a strong research offering at masters and doctorate levels, supported by a intense scientific activity of our laboratories, and a significant number of doctoral scholarships and external resources. USPC

rely on major technological platforms and libraries. It has efficient professional schools with good rates of employment in some specific domains (Medicine, Law, Engineering, Earth sciences, Communication, Management, Economy). Its international teaching offer is recognized (with around 35 % of international students).

Nevertheless, USPC currently has a substantial proportion of undergraduate students who fail in certain domains. There are some duplications in the programmes offered at masters level. Teaching programmes do not sufficiently prepare students for the professional world. Furthermore, the educational environment needs to be improved (housing, material environments, teaching assistance). The brand “Sorbonne Paris Cité” has no meaning for our students as yet. The training proposed by our Ecoles Doctorales, though of excellent level, is not seen enough as a genuine professional curriculum.

USPC therefore has the following objectives and aim to reach the following targets:

Objectives	Target Year 4	Indicators	Year 1	Year 4
Develop a streamlined and unique teaching offer	A single structure for the future unified university's educational programmes organized by the departments and coordinated at the division level	1.1 Number of duplicated degrees	30	0
Transform the bachelor level philosophy and increase the rate of success	Successful implementation of the first undergraduate experiments (double-specialisation degrees between different divisions, foundation course, new orientation process)	2.1 % of interdisciplinary bachelor degrees 2.2 % of first year students involved in the foundation course 2.3 % of bachelor students leaving USPC without any degrees	NC 10% 30%	20% 50% 20%
Redefine the master degrees based on LabEx and built upon collegiums	Implementation of the two collegiums structures and first new Labex master degrees	3.1 New master programmes based on LabEx 3.2 Number of international joint degrees with targeted partners	0 19	10 25
Structure new initiatives for doctoral students	Doctoral studies structured around the division. Doctoral studies organized as PhD programmes with common rules and practices	4.1 % de PhD students involved in division PhD programmes	10%	100%
Create "Oxford-style" colleges	Implementation of the 2 first colleges	5.1 Number of foreign students at the Sorbonne Paris Cité Colleges	10%	25%

c) Economic partnerships, result exploitation and technology transfer

USPC can rely on a number of partnerships established with a large spectrum of companies. It has several structuring projects (IHU Imagine, Méary in St Louis Hospital, Tarnier, and labex: SEAM, Univearth, Inflammex) and is the major shareholder of the newly selected SATT Ile de France Innov. Job placement of graduate students is very good although it can still be improved. USPC has cohesive career placement centers, working together on relevant initiatives. Two of its members have extensive experience with work/study programmes and lifelong learning, and have developed strong and original projects for developing student entrepreneurship. USPC has very well established companies represented within the existing boards.

Nevertheless, we must concern ourselves with the unequal intensity in economic partnerships. USPC has a lack of inventors that has been identified and we must build around the SATT (accompanying pioneers, identifying and contracting with the most advanced, informing and encouraging other researchers). The existing relationship with competitive poles can be improved. We have an executive education offer that is yet to realize its full potential. With a few exceptions, alumni networks have not been mobilized. Finally, partnerships with companies have a tendency to be established on chance meetings rather than a deliberate strategy.

USPC therefore has the following objectives and aim to reach the following targets:

Objectives	Target Year 4	Indicators	Year 1	Year 4
Intensify research in partnership and technology transfer	Partnership research contract : 35M€ Patents filed/year : 100	1.1 Amount of the private partnership research contracts 1.2 Number of patent filed/year	25M€ 30/year	35M€ 100/year
Support Economic Initiatives	Creation of start-ups/year : 10	2.1 Number of start-ups created /year	-	10/year
Favor career placement	Professional skills introduced into courses : 50% Number of « alternants » : 3000	3.1 Number of apprenticeships 3.2 Amount of the apprenticeship taxes collected	1500 5M/year	3000 10M/year
Developing executive education	Turnover growth 20%/ year on the basis of 10M€/year in 2013	4.1 Sales generated by executive education	10M/year	20M/year
Development of private resources	Volume of resources generated by fundraising (other than professional taxes) : 4M€/year	5.1 Amount of resources generated by fundraising	1M/year	4M/year
Intensify cooperation with socio-economic actors	4 plans with competition poles	6.1 Number of agreements with clusters (Pôles de compétitivité)	0	4

d) International and European policy

USPC works closely with universities and research institutions throughout the world. We have an already established permanent presence in different areas through chairs and representatives. We develop academic and student exchanges and have considerable expertise in the field of international programmes or degrees, as is evidenced by the number of dual degrees at Masters level. We are fully engaged in the European Higher Education Area and in the European Research Area via European Union action. Many researchers have been awarded international honours or prizes. USPC has an exceptional visibility through publications in languages other than French.

Nevertheless, we have to prioritize collaboration in a very dense map. Our wide scientific spectrum may result in diverging international interests. We have difficulty in encouraging the mobility of students and academics because of a lack of funding and accommodation. Finally, we have to build a new USPC brand and identity in order to place USPC's name on the map

USPC therefore has the following objectives and aims to reach the following targets:

Objectives	Target Year 4	Indicators	Year 1	Year 4
Set up strong and coordinated European and international policy and develop permanent presence abroad	Streamlined collaborations in concordance with the USPC scientific policy Six offices created	1.1 Proportion of USPC privilege partnerships with ARWU, QS and THES league tables 100 universities	NC	+ 25%
		1.2 Number of joint thesis	NC	+ 25%
		1.3 Number of opened offices	0	6
Increase the number of academic exchanges	Full term academic exchanges (+ 50%)	2.1 Number of full term academic exchanges (incoming and outgoing mobility)	50	100
Increase the number of student exchanges and develop international dual degrees	- 3rd year USPC college students studying abroad (500) - + 50% foreign students (M&D) + 30% dual degrees	3.1 - Number of exchange students (incoming and outgoing mobility) in newly created USPC college	0	500
		- Number of foreign students	10%	25%
		3.2 Number of international dual degrees with targeted partners	19	25
Make USPC major player of European higher education and research area	+ 20% European funds	4.1 Amount on EU agreements budget	€9.5 million	€11.4 million
Increase the number of signed USPC publications and monitor USPC international attractiveness	+ 30% signed USPC publications in a language other than French Monitoring instrument implemented	5.1 Number of USPC signed publications published in a language other than French	NC	+ 20%
		5.2 Number of USPC co-signed publications with a foreign author	NC	+ 20%
		5.3 Rank in international rankings (ARWU)	43	35
		5.4 Number of scholars awarded international honours or prizes (ERC included)	NC	60
		5.5 Number of scholars recruited while they were holding a post abroad	15	45

e) Governance, resources allocation and HR

USPC members have worked together closely, both individually and collectively, within the PRES since 2009. They can rely on the strong and long standing support of their academic and administrative communities and witnessed by the Boards of the founding institutions (who vote for the IDEX project). USPC is a unique alliance of French Universities and “Grands établissements”.

Nevertheless, we have to build a new USPC identity in order to put USPC’s name on the map. USPC’s founding institutions are complex and are deeply engaged in all areas of academic life, and so we will rapidly need to establish even more efficient ways of creating synergies. Most founding institutions do not have a long history of autonomy, and the need to create a new structure is a change for them. We need to rally all the members of the University. USPC will have to develop financial funding in order to have a real impact on our own transformation.

USPC therefore has the following objectives and aim to reach the following targets:

Objectives	Target Year 4	Indicators	Year 4
Set the stage to a unified university	Merging of the founding institutions into a unified university	1.1 One merged university	Achieved
Set up a strong project governance and management	All change management procedures fully working. University management set up	2.1 Number of steps reached	100%
Allocation of the resources to excellency	University internal call for tender fully working	4.1 % of the resources allocated in accordance with the business plan	95%
Support HR transformation	200 positions redeployed into the perimeter of excellence thanks to retirement	5.1 % of international recruitment 5.2 Percentage of the positions redeployed to the perimeter of excellence	40% 20%
Foster USPC community mobilisation (students, academics, personnel, partners)	USPC sense of belonging fostered	6.1 Survey on the external renown and the internal perception of the new USPC	Qualitative survey

3. OPERATIONAL MEASURES IMPLEMENTED DURING THE 4-YEAR PERIOD AND CORRESPONDING TIMELINE

3.1. Scientific ambition

The board of directors defines the research strategy of the university to be created, including the creation of chairs of excellence.

The academic council elaborates and launches the calls for tender and the chairs of excellence, selects the applicants and proposes to the board of directors the financing required.

The board of directors elaborates the HR strategy for faculty positions.

The CEO proposes new hires and staff redeployment measures to the board; the academic council sets out the positions and the profiles of the candidates and chooses them in consultation with the head of divisions.

The board of directors initiates and oversees the structuring of the new university into divisions, departments and multidisciplinary institutes ; the CEO consults with the academic council on matters of rationalising the organisation of research teams and centers, with decisions made by the board.

The board of directors sets priorities for financing documentary and technological support for the research environment, on the basis of proposals by the CEO and the recommendations of the academic council

The detailed timeline is presented on page 16.

Scientific ambition

mars 2012 août 2012 février 2013 août 2013 février 2014 août 2014 février 2015 août 2015 février 2016

The Board of Directors acting on proposals from the CEO, establishes Chairs of excellence, Call for tender and HR strategy

The Academic Council defines and launches the IDEX Chairs of excellence and call for tender and selects the applicants

1.1 Scientific councils of divisions established in coordination with the Labex and the EPST/ Alliances (representatives of each division's founding Labex + representatives of the EPST/ ITMO in each council)
1.2 USPC board of directors sets modalities of global HR policy and HR management process
1.3 Launch of USPC's common signature campaign

1.4 Step 1 of integration of departments into divisions following the recommendations of the academic council
1.5 Masters programs included in the divisions' perimeter
1.6 First internal call for tender and selection of project and Chairs of excellence (Resources dedicated outside the perimeter of excellence exceed 20% on average)

1.7 First HR redeployment campaign launched following the recommendations of the board of directors
1.8 Monitoring of USPC's common publications phase 1

1.9 Internal call for tender 2 and selection of project and Chairs of excellence (Resources dedicated to projects outside the perimeter of excellence exceed 20% on average)

1.10 Second HR redeployment campaign launched
1.11 Definition of departments into divisions. Structuring of divisions and departments finalized.
1.12 Monitoring of USPC's common publications phase 2

1.13 Internal call for tender 3 and selection of project and Chairs of excellence (Resources dedicated outside the perimeter of excellence exceed 20%)

1.14 Third HR redeployment campaign launched
1.15 Monitoring of USPC's common publications phase 3

1.16 Internal call for tender 4 and selection of project and Chairs of excellence (Resources dedicated outside the perimeter of excellence falls below 20%)

1.17 Internal call for tender 5 and selection of project and Chairs of excellence (Resources dedicated outside the perimeter of excellence less than 20%)

The Board of Directors oversees the structuring of the new university into divisions, departments and institutes

The CEO defines the rationalisation plan for the new structure, which is presented to the academic council and voted by the Board

2.1 Rationalization strategy defined by the academic council in conjunction with the Labex
2.2 Recommendations for first Institutes projects by the academic council and then the advisory board

2.3 Recommendations of the Steering committee on the process of rationalization

2.4 First Institutes set up (Institute for Future Energies, Earth Policy Institute)

2.5 Revision of research map according to the AERES assessment and integration of new teams within the peridex
2.6 Recommendations of the IAB on the creation of new Institutes (Public Health, Cognition)
2.7 Academic council advisory issues report on the first Institutes projects

2.8 Steering committee assesses the rationalization process

2.9 Definition of new priorities, based on recommendations of the Academic Council and IAB
2.10 Integration of new teams within the peridex
2.11 New Institutes set up

2.12 Steering committee audits rationalization process

2.13 Integration of new teams within the peridex
2.14 New priorities defined, based on recommendations of the Academic Council and IAB

2.15 Integration of new teams within the peridex
2.16 Final evaluation of the Institutes by the academic council and the IAB

The Board of Directors defines the priorities for research and technology platform based on proposals of the CEO and recommendations of the Academic Council

3.1 Mapping of existing platforms and recommendations for their rationalization by the Board

3.2 First calls for tender for new technological platforms and equipment

3.3 Implementation of the creation of the new platforms and equipment

3.4 Second calls for tender for new technological platforms and equipment

3.5 Implementation of the creation of the new platforms and equipment

3.6 Third calls for tender for new technological platforms and equipment

3.7 Implementation of the creation of the new platforms and equipment. Planned upgrading achieved

3.2. Teaching: ambition and innovation

The CEO, acting on the recommendations of the Academic Council under supervision of the Board of Directors, proposes a simplification of the educational programmes that is clear to students and academics

Board of Directors, acting on proposals of the CEO and the recommendations of the Academic Council, proposes a rationalisation of teaching provisions with the triple objective of reducing costs, reinvesting savings made with the higher quality of the training, offering recognizable and competitive education on an international scale

Building a new educational approach to the bachelor degree: creating a foundation year at the beginning of the bachelor degree; developing the internal offer of dual degrees at the future university; decreasing the drop-out and student failure rate; testing new methods for the beginning of medical studies;

Raising the level of the master programmes by linking them to the research centres and the labex

Innovating doctoral students' education by the development of professional skills, the preparation for insertion in the university and non university professional sectors, the choice of interdisciplinary research topics.

Setting up a new model of transmitting knowledge within the university by implementing two Oxford Style Colleges

The detailed timeline is presented on page 18.

3.3. Economic partnerships, result exploitation and technology transfer

Intensifying the research in partnership and technological promotion by setting up SATT Ile de France Innov

Promoting the creation of start-ups and enterprises on the basis of the successful model that already exists at Paris Descartes, Paris Diderot and Sciences Po

Promoting career placement and taking steps to give all our graduates the tools to succeed in professional integration

Developing continuing education by mutualising the executive education departments and sharing best practices

Developing fundraising resources by creating co-financed chairs and building out alumni network

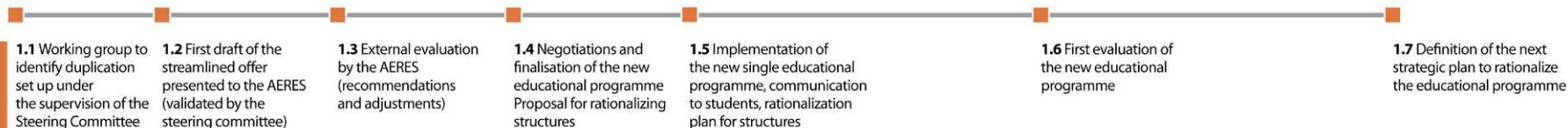
Establishing a dialogue with the private sector on the lines of the Sciences Po experience

The detailed timeline is presented on page 19.

Teaching: ambition and innovation

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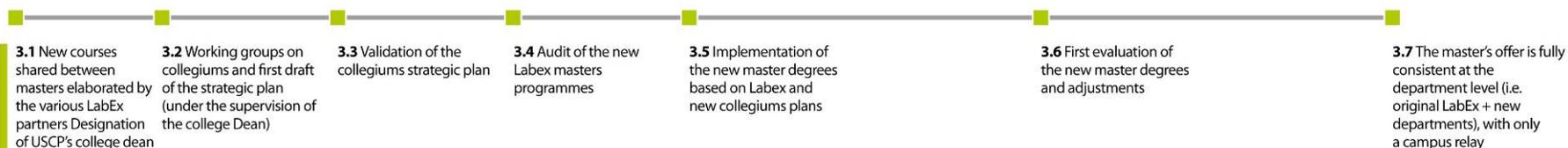
The Board identify and decrease duplicates



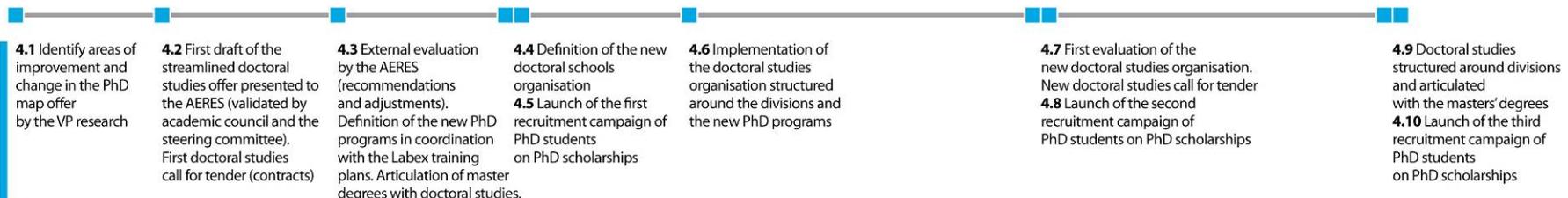
Building a new educational approach to the bachelor degree (foundation year, dual degrees)



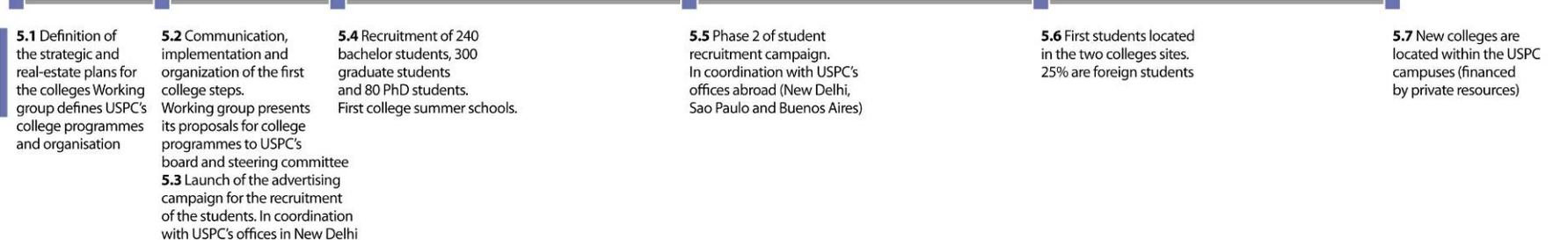
Linking Master degrees to research centres and Labex



Developing professional skills, the preparation for insertion in the university and non university professional sectors and the choice of interdisciplinary research topics for PhD



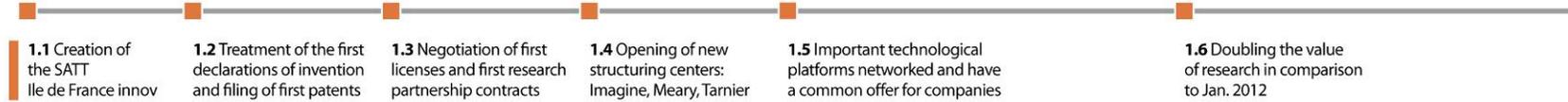
Setting up Oxford Styles Colleges



Economic partnerships, result exploitation and technology transfer

mars 2012 août 2012 février 2013 août 2013 février 2014 août 2014 février 2015 août 2015 février 2016

Intensifying research in partnership and technological promotion by setting up the SATT



Promoting creation of start-ups



Promoting career integration



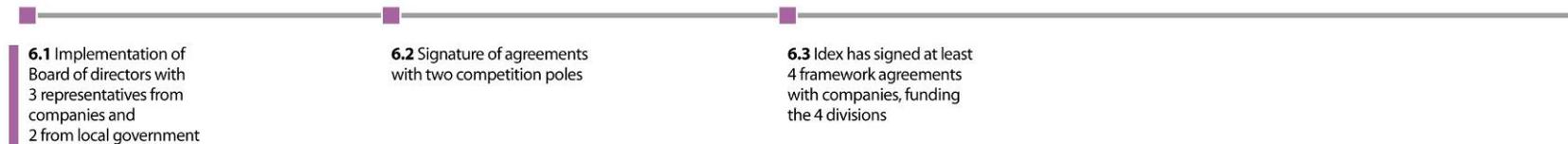
Mutualising the executive education departments



Developing co-financed chairs and building Alumni network



Developing our link with the private sector



3.4. International and European policy

The Board of Directors, acting on proposals by the CEO and the recommendations of the International Advisory Board, establishes a coordinated international policy and develops permanent representation abroad through the creation of 6 USPC Permanent Representation Office abroad

The Board of Directors launches chairs of excellence calls for invited professors selected by the Academic Council and takes steps to encourage and facilitate their arrival

The number of exchange students is increased, with scholarships of excellence launched to attract the best students in the world and the establishment of international dual degrees

A centralized Europe mission office is created in order to make USPC a key player in the higher research and education European area

A common publication and signature policy is established in order to make USPC a visible and attractive international university

The detailed timeline is presented on page 21.

3.5. Governance, resources allocation and HR

The Board of Directors, acting on proposals from the CEO, sets up an action plan to merge existing research and academic structures, and launches the institutional reform for the creation of the new university

The Board of Directors, acting on proposals from the CEO, designates the bodies of governance of the IDEX and establishes a quality process with project monitoring and follow up measures

The Board of Directors and the CEO establish an external evaluation system through the Academic Council, the IAB and the Audit Committee

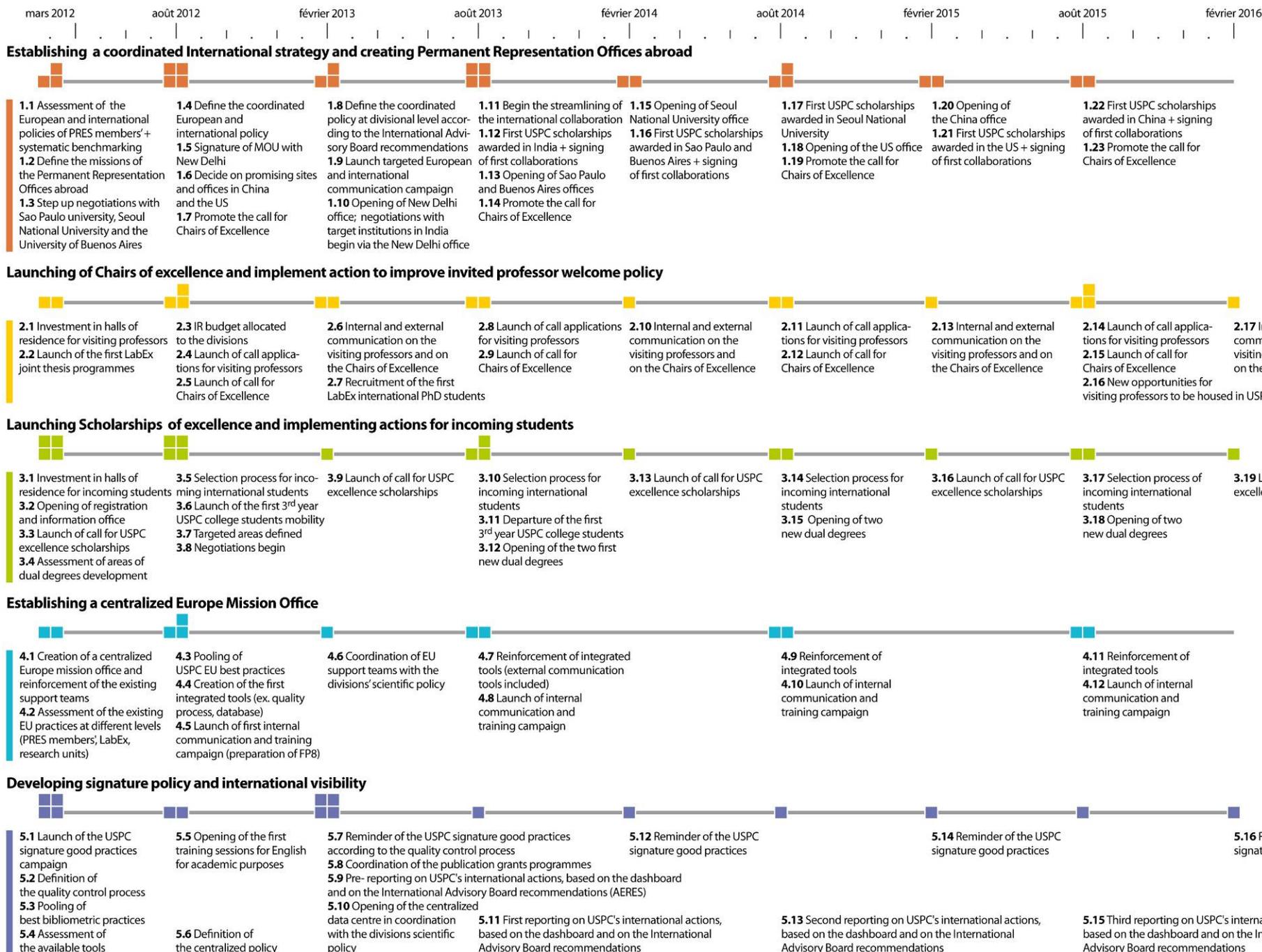
The Board of Directors defines the research strategy of the university to be created, including the creation of chairs of excellence and sets up the main financing instrument to allocate resources

The Board of Directors and the CEO propose new hires and staff redeployment measures to the perimeter of excellence; the academic council sets out the positions and the profiles of the candidates and establishes ad-hoc selection committees.

The Board of Directors and the CEO accompany the change management strategy for the academic and administrative communities of USPC. They establish an internal and external communication strategy in order to foster stakeholders mobilisation

The detailed timeline is presented on pages 22-23.

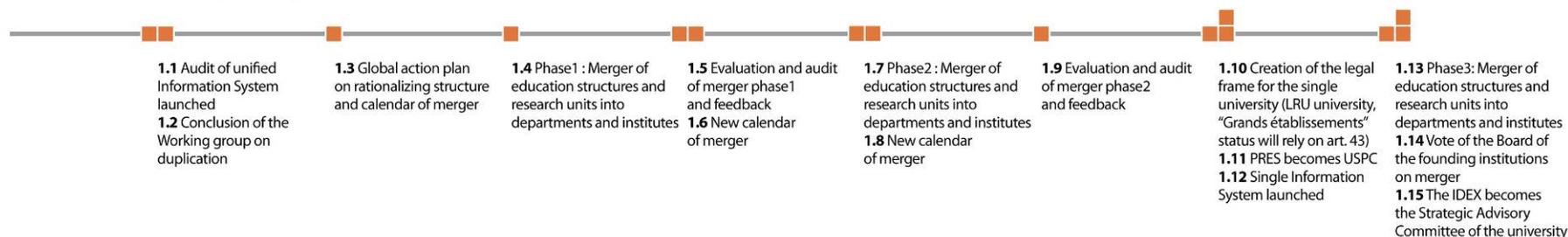
International and European policy



Governance, resources allocation and HR (1)

avril 2012 août 2012 février 2013 août 2013 février 2014 août 2014 février 2015 août 2015 février 2016

The Board and the CEO set up action plan to merge existing structure



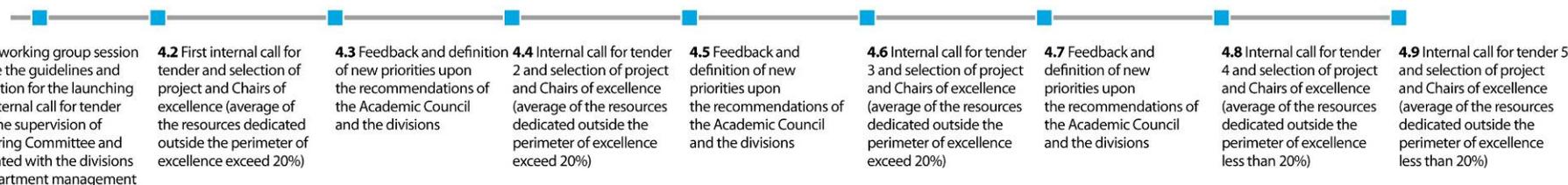
The Board and the CEO establish a quality process with project monitoring and follow up measures and launches institutional reform



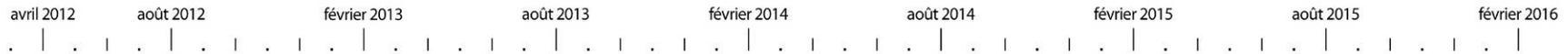
The Board of Directors and the CEO establish an external evaluation system



The Board of Directors sets up the main financing instrument to allocate resources



Governance, resources allocation and HR (2)



The Board of Directors and the CEO propose new hires and staff redeployment measures The academic council sets out the positions and the profiles of the candidates and establishes ad-hoc selection committees



The Board of Directors and the CEO accompany the change management strategy and establish an internal and external communication strategy



3. RESUMÉ OPÉRATIONNEL / EXECUTIVE SUMMARY

The Excellence Initiative (IDEX) project submitted to the jury at the beginning of autumn 2011 details the creation of a new unified university within the next four years (by 2016). The quality of research conducted in the four main scientific fields covered by this university (exact sciences and engineering; life and health sciences; humanities - arts, literature, languages; and social sciences and public policy) and the quality of associated courses offered, will place it among Europe's top 10 and the top 30 worldwide. As of 2011, the university will be known as Sorbonne Paris Cité.

Should the jury choose this project the SPC IDEX project will immediately begin to create the future university.

In 2011/2012, SPC IDEX project will have:

- an initial core of scientific teams of excellence with a restricted perimeter of activity;
- a robust and solid governance structure, responsible for the change management that will lead to the incorporation of eight institutions of higher education and research within a single public organisation – the PRES – upon creation of the unified university;
- a resources section with an accounting section separated from that of the PRES and the founding institutions, in order to ensure the traceability of SPC IDEX project resources allocation to projects and incentives that will lead to the creation of the University of Sorbonne Paris Cité.

The eight founding institutions - four universities (Université Sorbonne Nouvelle, Université Paris Descartes, Université Paris Diderot, Université Paris 13) and four special-status higher education and research establishments (Institut d'études politiques de Paris, Institut national des langues et des civilisations orientales - INALCO, Institut de physique du globe de Paris - IPGP and École des hautes études en santé publique - EHESP), have decided to move beyond their differences to construct a single new university.

They have taken into consideration feedback received from the jury during the initial call for projects and have discussed, during debate groups and within the PRES, the exceptional opportunity presented by the possibility of joining their strengths into a unified university. Their decision was taken on the basis of a clear-headed and unflinching analysis of their respective positions compared to the international competition and the realisation that, while considerable, simply aligning their strengths would not be enough to achieve the same standards of the world's best universities.

The founding institutions have chosen to create the SPC IDEX project as of early 2012, making it the driving force behind the transformation they wish to accomplish.

1. THE FAR-REACHING AMBITION OF THE SPC IDEX PROJECT IS BASED ON THE QUALITY OF SCIENTIFIC TEAMS WITHIN THE INITIAL PERIMETER OF EXCELLENCE AND THEIR CAPACITY TO INCITE A GROWING NUMBER OF NEW TEAMS TO RISE TO THE SAME LEVEL

The initial perimeter, which constitutes the core of the future university's scientific excellence, will be restricted. It will be composed only of research teams that have been distinguished by external bodies: individuals and teams financed by the ERC; teams ranked A+ by the Agence d'évaluation de l'enseignement supérieur et de la recherche – AERES

(Agency for the Evaluation of Research and Higher Education); and LabEx, IHU and Cohorts financed by the Future Investments. This initial core of excellence includes 37% of the eight founding institutions' scientific teams.

The initial perimeter will gradually evolve to include newly created SPC IDEX project components along with individuals recruited and teams from the eight founding institutions who meet the level of excellence determined by international juries in 2011 and 2012. This gradual expansion will allow for teams included in the initial perimeter to leave it should the quality of their work drop.

The scientific strengths of Sorbonne Paris Cité

The PRES Sorbonne Paris Cité is already an alliance of research teams ranked at a high level by external scientific boards.

106 of the scientific units and teams already present in the founding institutions are ranked A+ by the Agence de l'enseignement supérieur et de la recherche (Higher Education and Research Agency). 37 scientific research team members have been singled out by the Conseil Européen de la Recherche – ERC (European Research Council) over the past four years, placing Sorbonne Paris Cité in second place [1] in France. Between 2006 and 2010, 59 research professors were members of the Institut Universitaire de France – IUF (French University Institute) [2], according to which, Sorbonne Paris Cité is second in France overall and first for IUF junior researchers. Sorbonne Paris Cité is in third place for the number of Médailles d'Or et d'Argent (gold and silver medals) awarded to its scientists by the Centre National de la Recherche Scientifique – CNRS (French National Centre for Scientific Research) - 16 in total. Sorbonne Paris Cité is particularly well-ranked in the field of health and life sciences: it holds first place in France and has top ranking within Europe for medicine and pharmacology.

2. THE STRUCTURE OF THE FUTURE UNIVERSITY IS DESIGNED TO BE EASILY UNDERSTOOD INTERNATIONALLY, AND ITS CREATION WILL BEGIN IN 2012

For research, it will include the following structures:

- Four divisions, each corresponding to a major field of study (exact sciences and engineering; life and health sciences; humanities - arts, literature, languages; and social sciences and public policy).
- Discipline-based departments which will make up the divisions. The departments will be the intellectual centres of scientific excellence and a natural hub for research professors and the teams involved in their research and teaching.
- Interdisciplinary institutes that cross division boundaries and which allow teams from different disciplines and divisions to develop their scientific work together on common themes and within several research fields.

At the crossroads of research and education, doctoral schools will be grouped by division in order to move away from the current “tubular” structure (by discipline or sometimes by sub-discipline). This will also help to define unified doctoral training and ensure mobility between disciplines for doctoral students and, if needed, between divisions. Training will be backed by research, which will assume great importance at bachelor's degree level.

Master's degrees will be created with scientific divisions, housing the LabEx, which will bring together the new Master's programme and the laboratories of excellence. The number of Master's programmes organised in cooperation with international university partners will increase significantly, building on the 30 that already exist within the founding institutions.

In two specific domains – medicine and engineering – Master's degrees will take a particular form: that of the Collegium. This special structure has been chosen partly because of the vocational nature of these fields and partly to facilitate the grouping of the numerous scientific and teaching teams concerned within a unified research and teaching strategy. The “Collegium of Engineering” will bring together three engineering schools and the five IUT departments of the founding institutions to create comprehensive courses from bachelor's to doctorate level, all with a clear professional focus. The “Collegium of Medicine” will gradually harmonise the research, teaching and treatment activities of Sorbonne Paris Cité's three medical faculties. The three Deans of Medicine have agreed to submit an experimental and ambitious proposition to the overseeing authorities. This would completely reform medical studies within the French tradition.

At bachelor's level, two structuring initiatives will be undertaken. The first one will be to make the first year of the degree a foundation course, necessary for a number of students who need to acquire fundamental disciplinary knowledge, basic methodology, documentary research methods, as well as a general understanding of higher education. The absence of this kind of year within the current system explains in part the failure rate in the first cycle for many universities. The second initiative will be the construction of double- and triple-discipline courses which correspond better to the aspirations of students who are fully prepared for higher education and who may wish to choose not to specialise in a single domain too early.

New for France, Sorbonne Paris Cité will experiment with the creation of two colleges similar to those at Oxford University, which integrate all three course levels, research teams, student and staff housing, and sporting and artistic activities. One of these colleges will be in Seine Saint Denis on the Paris 13 campus and the other will be in the centre of Paris, near Paris Descartes and Sciences Po.

In 2016, Sorbonne Paris Cité will offer unified courses at all learning levels.

3. RESEARCH AND TEACHING AT THE SPC IDEX PROJECT AND THE FUTURE SORBONNE PARIS CITÉ WILL BENEFIT FROM STATE-OF-THE-ART TECHNOLOGY AND DOCUMENTATION FACILITIES

Also to be noted:

- The five existing university libraries will unite at the Bibliothèque Nationale de France (the National Library of France) and will integrate the European platform Européana;
- The three EquipEx (Dime SHS, Perinat Collection and Paris-en-résonance) and the INBS France BioImaging.

4. ROOTING THE FUTURE UNIVERSITY OF SORBONNE PARIS CITÉ IN ITS SOCIO-ECONOMIC ENVIRONMENT WILL BE ONE OF THE SPC IDEX PROJECT'S PRINCIPAL CONCERNS

Businesses have been associated with the SPC IDEX project right from its conception and have offered unequivocal support for the transformation project that will lead to the creation of Sorbonne Paris Cité. They participate in the governance and funding of the SPC IDEX project, as well as project resource monitoring and the choice of initiatives presented in the application.

The close relationship between Sorbonne Paris Cité and the business world is particularly evident in four domains:

- The adaptation of courses for young people to employment needs and the level of support offered by Sorbonne Paris Cité in organising interaction between graduates and recruiters, from bachelor's to doctorate level. Three start-up "incubators" will also be located in each Sorbonne Paris Cité campus along with a similar body within the promising IHU Saint-Louis.
- The creation of a career-long training offer for Sorbonne Paris Cité, rooted in the most recent results of scientific and technological research.
- The connection between public research conducted at Sorbonne Paris Cité and businesses' R&D as well as the promotion of university research and the transfer of technologies via the SATT *Ile-de-France Innov* (Technology Transfer Acceleration Company), winner of the competition organised by the CGI in this field.
- The emphasis on businesses' financial investment in Sorbonne Paris Cité through research contracts, payment for service, course funding and corporate sponsorship.

The SPC IDEX project will make rooting the future university in the Parisian and French economy a touchstone for the project's success or failure.

Given the importance of life and health sciences at Sorbonne Paris Cité, the AP-HP's (the public hospital system of Paris and its regions) commitment to the creation process for the future university is a major advantage. The directors of the AP-HP have agreed to participate actively in the governance of the SPC IDEX project.

Sorbonne Paris Cité will play a particularly active role in the spreading of university knowledge through the creation of the Centre of Expertise, designed to fuel public debate based on original work from SPC IDEX project researchers and research professors. The creation of Sorbonne Paris Cité University Presses will also contribute to this goal. They will form multidisciplinary publishing house which will bring together the founding institutions' university presses. Lastly, cultural activities will benefit both the academic community and the wider population in areas where it is located.

5. THE SPC IDEX PROJECT WILL HAVE AN OPERATIONAL STRUCTURE WHICH WILL BE A DRIVING FORCE IN THE TRANSFORMATION OF THE PRES AND THE EIGHT FOUNDING INSTITUTIONS INTO A UNIFIED UNIVERSITY

Governance of the SPC Idex project will be robust and controlled

- It will include a Board of Directors with 16 members and an executive manager (CEO and Chair of the Board), which will be responsible for operational governance of the SPC Idex project.
- Five seats will be given to the eight founding institutions, four to major research organisations, one to the AP-HP, three to businesses, one to the city of Paris, and one to the Ile-de-France region. The executive manager is a member and chair of the council.
- Decisions are taken by majority vote. The President of the council has the casting vote when required.
- The executive manager is in charge of the realisation of projects voted and decisions made by the SPC Idex project.
- A General Academic Council will offer its opinion on all research issues before a decision is made by the Board of Directors.
- An Audit Committee controls the traceability (after the fact) of resources allocated and monitors their correct usage for the future university.
- The Board of Directors is aided by the International Advisory Board.

HR policy will be the key to the transformation process

- Over the next four years, 25% of jobs in the Sorbonne Paris Cité founding institutions will need to be renewed as people take retirement; this will total 33% over the coming decade.
- 20% of positions freed up (outside of the perimeter of excellence) will be allocated to the SPC Idex project, creating the most powerful transformation tool for the creation of the new university.
- These jobs will be civil-servant status positions, open-ended contracts, and short-term contracts for the most junior research professors (within the tenure track system).
- The SPC Idex project will monitor the quality of all recruitment.

Le projet d'initiative d'excellence (IDEX) soumis au jury au début de l'automne 2011 consiste en la création d'ici quatre ans (2016) d'une université nouvelle et unifiée. La qualité de la recherche produite dans les quatre grands domaines scientifiques couverts par cette université (sciences exactes et sciences de l'ingénieur ; sciences de la vie et de la santé ; humanités : arts, lettres, langues ; sciences sociales et politiques publiques), comme la qualité des formations qui y seront associées, la situera dans les 10 meilleures européennes et les 30 meilleures mondiales au début des années 2020. Cette université portera le nom, choisi dès 2011, de Sorbonne Paris Cité.

Dès que le jury aura décidé de désigner ce projet parmi les lauréats – s'il en décide ainsi – l'IDEX amorcera le processus de création de la future Université.

L'IDEX désigne en 2011/2012 :

- un noyau initial d'équipes scientifiques d'excellence, noyau dont le périmètre est volontairement resserré ;
- une gouvernance robuste et soudée, en charge de la conduite du changement qui mènera du rassemblement de huit institutions d'enseignement supérieur et de recherche au sein d'un établissement public – le PRES – à la création d'une Université unifiée ;
- une agence de moyens dont la comptabilité sera séparée de celles tant du PRES que des institutions fondatrices, pour assurer la traçabilité de l'affectation des ressources financières recueillies par l'IDEX aux projets et leviers d'incitation qui conduiront à la création de l'Université Sorbonne Paris Cité.

Les huit institutions fondatrices, quatre universités - l'Université Sorbonne Nouvelle, l'Université Paris Descartes, l'Université Paris Diderot, l'Université Paris 13 - et quatre établissements d'enseignement supérieur et de recherche à statut particulier – l'Institut d'études politiques de Paris, l'Institut national des langues et des civilisations orientales (INALCO), l'Institut de physique du globe de Paris (IPGP), l'École des hautes études en santé publique (EHESP), ont décidé de dépasser leurs différences pour construire en commun la nouvelle Université.

Elles ont ainsi pris en considération les appréciations portées par le jury lors du premier concours et ont débattu, au sein de leurs instances délibératives comme au sein de celles du PRES, de l'opportunité exceptionnelle que représente l'intégration de leurs forces respectives en une Université unifiée. Leur décision a été prise sur le fondement d'une analyse lucide et sans concession de leur position respective dans la compétition internationale et de la prise de conscience que la seule juxtaposition de leurs forces, quelque élevée que soit leur qualité, ne suffirait pas à faire jeu égal avec les meilleures universités mondiales.

Les institutions fondatrices ont choisi de faire de l'IDEX dans sa configuration de début 2012 la force motrice de la transformation à accomplir.

1. L'AMBITION EXIGEANTE QUE PRÉSENTE LE PROJET D'IDEX SORBONNE PARIS Cité SE FONDE SUR LA QUALITÉ DES FORCES SCIENTIFIQUES QUI COMPOSENT LE PÉRIMÈTRE D'EXCELLENCE INITIAL ET SA CAPACITÉ INCITATIVE À ÉLEVER AU MÊME NIVEAU UN NOMBRE CROISSANT DE NOUVELLES ÉQUIPES

Le périmètre initial constituant le noyau d'excellence scientifique de la future Université sera très resserré. Il sera composé exclusivement des forces scientifiques qui ont été distinguées

par des évaluations extérieures : les personnalités scientifiques et équipes de recherche financées par le Conseil européen de la recherche (ERC) ; les équipes évaluées A+ par l'Agence d'évaluation de l'enseignement supérieur et de la recherche (AERES) ; les LabEx, IHU et Cohortes financées au titre des investissements d'avenir. Ce noyau d'excellence initial inclut 37 % des forces scientifiques des huit institutions fondatrices.

Ce périmètre initial sera évolutif et intégrera progressivement des composantes nouvellement créées par l>IDEX et les personnalités scientifiques recrutées en son sein, ainsi que les équipes des institutions fondatrices qui se hisseront au niveau d'exigence fixé par les jurys internationaux en 2011 et 2012. Cette évolution pourra également conduire à ce que des équipes initialement incluses dans le périmètre initial le quittent si elles perdent en qualité.

Les forces scientifiques de Sorbonne Paris Cité

Le PRES Sorbonne Paris Cité constitue d'ores et déjà une alliance de forces de recherche évaluées à un haut niveau par des instances scientifiques qui leur sont extérieures.

106 des unités et équipes scientifiques déjà présentes dans les institutions fondatrices sont classées A+ par l'Agence de l'enseignement supérieur et de la recherche. 37 des personnalités scientifiques membres des équipes de recherche ont été distinguées par le Conseil européen de la recherche (ERC) au cours des 4 dernières années, plaçant Sorbonne Paris Cité à la 2e place en France. 59 enseignants-chercheurs sont, sur la période 2006-2010, membres de l'Institut universitaire de France (IUF), plaçant selon ce critère Sorbonne Paris Cité au 2e rang français – et au premier rang pour les chercheurs « juniors » de l'IUF. Sorbonne Paris Cité se classe à la 3e place pour le nombre de Médailles d'Or et d'Argent (16) décernées par le CNRS à ses scientifiques. Sorbonne Paris Cité se distingue particulièrement dans le domaine des Sciences de la vie et de la santé : elle constitue le premier ensemble français dans ce domaine et se situe au premier rang européen dans le domaine de la médecine et de la pharmacie

2. LA STRUCTURE DE LA FUTURE UNIVERSITÉ OFFRIRA UNE LISIBILITÉ INTERNATIONALE SIMPLE ET COMMENCERA D'ÊTRE BÂTIE DÈS 2012

La recherche sera organisée en :

- quatre Divisions, correspondant chacune à un grand domaine de recherche (Sciences exactes et de l'Ingénieur ; Sciences de la vie et de la santé ; Humanités : arts, lettres, langues ; Sciences sociales et politiques publiques) ;
- des Départements disciplinaires qui composeront les Divisions ; les Départements seront l'espace intellectuel de déploiement de l'excellence scientifique et le lieu naturel d'affectation des enseignants-chercheurs et des équipes contribuant à leur recherche et à leur enseignement ;
- des Instituts interdisciplinaires, transversaux aux Divisions, pour permettre à des équipes de différentes disciplines et de différentes Divisions de développer en collaboration leurs travaux scientifiques sur des thématiques communes, à la croisée de plusieurs domaines de recherche.

A l'intersection de la recherche et des formations, **les écoles doctorales** seront réunies par Division, afin de surmonter l'organisation « tubulaire » actuelle (par discipline ou même parfois par sous-discipline) ; de définir des stratégies de formations doctorales unifiées ; d'assurer la mobilité des doctorants entre les disciplines et, le cas échéant, entre les divisions.

Les formations seront adossées à la recherche tout en attachant une grande importance au niveau licence.

Les Masters seront articulés aux Divisions scientifiques ; celles-ci accueillant les LabEx, elles apporteront un soin particulier à la création de Masters nouveaux étroitement articulés à ces laboratoires d'excellence. Le nombre des Masters organisés en coopération avec des partenaires universitaires internationaux sera sensiblement augmenté à partir du socle constitué par la trentaine de ceux qui existent déjà au sein des institutions fondatrices.

Dans deux domaines spécifiques, la médecine et les sciences et techniques de l'ingénieur, l'organisation des Masters revêtira une forme particulière : celle de "Collegium". Cette forme particulière a été choisie, d'une part, à raison du caractère professionnalisant spécifique à chacun des deux domaines et, d'autre part, pour faciliter la convergence des nombreuses équipes scientifiques et pédagogiques concernées en une stratégie unifiée de recherche et de formation. Le "Collegium des sciences et techniques de l'ingénieur" regroupera les 3 écoles d'ingénieurs et les 5 départements d'IUT des institutions fondatrices pour proposer des cursus complets allant de la licence jusqu'au doctorat, largement orientés sur les métiers de l'entreprise. Le "Collegium de médecine" mutualisera progressivement les activités de recherche, de formation et de soins des 3 facultés de médecine de Sorbonne Paris Cité. Les trois doyens de médecine ont accepté de formuler aux autorités de tutelle une proposition d'expérimentation d'une réforme des études médicales très ambitieuse par rapport à la tradition française.

A l'échelon de la licence, deux actions structurantes seront menées. La première consistera à faire de la première année de licence une propédeutique, nécessaire à l'appropriation par un grand nombre des bacheliers des méthodes de travail, de recherche documentaire et de découverte des spécificités de l'enseignement supérieur, appropriation dont le manque actuel explique pour une partie importante le taux d'échec des premiers cycles universitaires. La seconde résidera dans la construction de double ou triple cursus qui correspondront aux aspirations des étudiants les mieux préparés à l'enseignement supérieur et qui, en même temps, choisiront de ne pas spécialiser leur première formation de façon précoce dans une discipline unique.

De façon très nouvelle en France, Sorbonne Paris Cité expérimentera la création de deux "Collèges" à la manière de ceux de l'Université d'Oxford, qui intégreront les trois niveaux de cursus, des équipes de recherche, des logements pour les professeurs et les étudiants, les pratiques sportives et artistiques. L'un de ces Collèges sera installé en Seine-Saint-Denis sur le campus de l'université Paris 13, l'autre dans le centre de Paris, à proximité de l'Université Paris Descartes et de Sciences Po.

En 2016, l'Université Sorbonne Paris Cité présentera une offre de formations unifiée à chaque échelon de cursus.

3. LA RECHERCHE COMME LES FORMATIONS DE L'IDEX PUIS DE LA FUTURE UNIVERSITÉ SORBONNE PARIS CITÉ BÉNÉFICIERONT D'UN ENVIRONNEMENT TECHNOLOGIQUE ET DOCUMENTAIRE DE POINTE

Peuvent être mentionnés à ce titre :

- les cinq bibliothèques universitaires existantes qui vont réunir leurs forces, s’allier à la Bibliothèque Nationale de France et s’intégrer à la plateforme européenne Europeana;
- les trois EquipEx (Dime-SHS, Perinat Collection et Paris-en-résonance) et l’INBS France BioImaging.

4. L’ANCRAGE DE LA FUTURE UNIVERSITÉ SORBONNE PARIS CITÉ DANS SON ENVIRONNEMENT SOCIO-ÉCONOMIQUE SERA L’UNE DES TÂCHES PRINCIPALES DE L’IDEX

Les entreprises ont été associées à l’IDEX dès sa conception et ont apporté, de façon décisive, un soutien au projet de transformation qui mènera à la création de l’Université Sorbonne Paris Cité. Elles participent à la gouvernance de l’IDEX, à son financement et au contrôle du bon usage des ressources recueillies pour le financement des projets et leviers d’action présentés dans la candidature soumise au jury.

L’articulation étroite entre Sorbonne Paris Cité et le monde économique est particulièrement prononcée dans quatre domaines :

- l’adaptation des cursus de formation des jeunes aux besoins de l’emploi et l’intensité de l’interface organisée par Sorbonne Paris Cité entre les diplômés et les recruteurs, de la licence au doctorat ; 3 incubateurs d’entreprises seront situés sur chacun des campus de Sorbonne Paris Cité ainsi qu’une pépinière au sein de l’IHU prometteur Saint-Louis ;
- la création par Sorbonne Paris Cité d’une offre de formation tout au long de la vie professionnelle en entreprise, ancrée dans les résultats les plus récents de la recherche scientifique et technologique ;
- l’imbrication de la recherche publique menée dans l’Université Sorbonne Paris Cité et la R&D des entreprises ainsi que la valorisation de la recherche universitaire et le transfert de technologie opérée via la SATT *Ile-de-France Innov*, lauréate du concours organisé par le CGI dans ce domaine ;
- l’accentuation de l’investissement des entreprises dans le financement de Sorbonne Paris Cité via les contrats de recherche, la rémunération de prestations de service, le sponsoring des formations et le mécénat d’entreprise.

L’IDEX fera de la profondeur de l’ancrage dans le tissu économique et social francilien et national de la future Université une des pierres de touche de son succès ou de son échec

Compte tenu de l’importance du secteur “sciences de la vie et santé” de Sorbonne Paris Cité, l’engagement déjà décidé de l’AP-HP dans le processus de création de la future Université constitue un atout décisif. La direction générale de l’AP-HP a accepté de participer activement à la gouvernance de l’IDEX.

Sorbonne Paris Cité jouera un rôle particulièrement actif de diffusion du savoir universitaire avec la création d’un Centre d’expertise, destiné à irriguer le débat public à partir des travaux originaux des chercheurs et enseignants-chercheurs de l’IDEX ; la création des Presses Universitaires Sorbonne Paris Cité, pôle d’édition multidisciplinaire qui regroupera les presses universitaires des institutions fondatrices ; l’organisation d’activités culturelles à la fois pour la communauté académique et étudiante et pour la communauté sociale au sein de laquelle elle déploiera ses activités.

5. L'IDEX DISPOSERA D'UNE STRUCTURE OPÉRATIONNELLE QUI EN FERA LA FORCE MOTRICE DE LA TRANSFORMATION DU PRES ET DES HUIT INSTITUTIONS FONDATRICES EN UNE UNIVERSITÉ UNIFIÉE

La gouvernance de l'IDEX sera robuste et resserrée.

- Elle comprend un Conseil de direction (Board of directors) de 16 membres et une direction exécutive (CEO & Chair of the Board) qui assurent la gouvernance opérationnelle de l'IDEX.
- 5 sièges sont attribués aux huit institutions fondatrices, 4 aux grands organismes de recherche, 1 à l'AP-HP, 3 aux entreprises, 1 à la Ville de Paris, 1 à la région Ile-de-France. La direction exécutive est membre du Conseil et le préside.
- Les décisions sont prises à la majorité des voix. Le Président du Conseil a voix prépondérante en cas de partage des voix.
- La direction exécutive est en charge de la réalisation des projets et décisions prises par l'IDEX.
- Un Conseil scientifique se prononce sur toutes les questions de recherche avant décision du Conseil de direction.
- Un Comité d'audit contrôle ex post la traçabilité de l'affectation des ressources recueillies par l'IDEX et leur usage approprié pour la construction de la future Université.
- Le Conseil de direction est assisté d'un International advisory board.

La politique des ressources humaines sera le principal levier d'action du processus de transformation.

- Dans les quatre années qui viennent, 25 % des emplois budgétaires des institutions fondatrices de Sorbonne Paris Cité devront être pourvus à raison des départs à la retraite ; ce sera 33 % pour la décennie à venir.
- 20 % des emplois libérés (hors périmètre d'excellence) seront alloués à l'IDEX pour constituer le levier de transformation le plus puissant du processus menant à la création de l'Université nouvelle.
- Les emplois seront constitués soit par des emplois statutaires de l'Etat, soit par des CDI, soit par des CDD pour les plus jeunes enseignants-chercheurs (système de la tenure track).
- L'IDEX aura pour rôle de veiller à la qualité des recrutements opérés.

4. "DELTA DOCUMENT": ANSWERS TO THE QUESTIONS AND RECOMMENDATIONS OF THE JURY (PP. 41-50, 10 PAGES)

In order to make the reading easier, relevant milestones and timelines (Recommendation N°3: Establish a clear roadmap and timeline) are given at the end of each section rather than grouped under one section. Dashboards and roadmaps are detailed in pp. 11-23 of the additional document.

<i>Related criterion</i>	Quality of roadmap, planning and associated milestones
<i>Related section in proposal or in additional document</i>	Proposal : p. 103 Additional document : pp. 11-23

1. RECOMMENDATION N°1: CONSIDER FURTHER DESCRIPTION OF SCIENTIFIC HIGHLIGHTS

<i>Related criterion</i>	Scientific power and intensity of the Area, Scientific ambition
<i>Related section in proposal or in additional document</i>	Proposal : pp. 64 – 70 Additional document : pp. 9-10

University of Sorbonne Paris Cité’s research spectrum is that of a global, comprehensive university with scientific highlights in all four main research areas: 1) Exact Sciences and Engineering Sciences, 2) Life and Health Sciences, 3) Humanities: Arts, Literature and Languages, 4) Social Sciences and Public Policy. Such comprehensiveness is a major strength. It offers a unique ground for efficient and innovative frontier and emerging research. All technological and scientific progress can be a source of social, political and economic friction. Issues such as genetically modified products, nanoscience and nanotechnology, health ethics, the impact of climate change on individual and collective behaviour, aging societies and more generally globalisation, including that of epidemics, illustrate the need for a convergence and dialog between scientific disciplines. This will be the first and major improvement of the new university as compared with the current situation.

1.1. Exact Sciences and Engineering Sciences

In the field of Earth Sciences and the Universe, USPC will bring together some of the world-leading teams : Institut de Physique du Globe, the Laboratory of AstroParticle and Cosmology, the Astrophysics Interactions Multi-scale Laboratory (altogether totalling some 120 researchers in the UnivEarths Labex project), but also leading teams working in close interaction with the Observatoire of Paris. In this field, USCP is rated No. 1 in France and among the top five worldwide leaders. Seven of its researchers are on the list of the 250 most cited authors in the field (between 1981 and 2007). The two teams have had lasting collaborations with NASA, Onera, Total and Schlumberger. In addition to these collaborations, one must cite that of the Laboratoire Interuniversitaire des Systèmes Atmosphériques which is currently involved in the Mars Science Laboratory with NASA

In the field of materials sciences, USPC will become one of the leading players, with specific expertise in the field of quantum physics, nanosciences and cutting-edge interface research bringing together physics, chemistry, engineering and life sciences, as the four successful Labex projects that include USPC laboratories working on interface research(including SEAM) testify. We can note the presence of high-standard platforms in that field: fully equipped clean rooms, as well as a third generation electronic microscope.

In the field of Mathematics, USPC will be a major contributor to the Paris Foundation of Mathematical Sciences ranking 2nd in France and 6th in the world according to the Taiwan

Rankings. If one adds the teams working in the field of Computer Sciences (rated A+), USPC features among the leading research clusters in the field of hard sciences and mathematics.

1.2. Life and Health Sciences

USPC will be the leader in this field in France, associating three schools of Medicine, one school of Pharmacy and two schools of dentistry which we are currently in the process of merging. USPC is the main partner of the Paris University Hospital organisation (AP-HP) and, in research, the major partner of INSERM. Most international rankings place USPC as European leader in Health and life sciences and in the world top 10. According to the Thomson Reuters ISI database, 11 of the 250 most highly cited Life and Health Sciences researchers in the world between 1981 and 2007 work at Sorbonne Paris Cité.

The two IHU and two Labex selected in the first round will constitute the foundations of the three departments scheduled for the first months of the Idex. These three departments (Genetics, Hematology, Immunology) will be reinforced by A+ Units (AERES) presently outside the selected Labex, as well as the Labex projects presented in the second round: Genetics with “Who Am I?”, Hematology, with “GRex”, Immunology with “IPPEX”.

Other strong fields of biomedical research constituted of A+ Units are: Infectiology (identified by OST as one of USPC’s strengths) with two proposed Labex: in Virology “RetrHost” and a national Labex in Bacteriology, sponsored by INSERM but headed by an USPC scientist ; Cardiovascular research : with the proposed Labex “INNOVASC” ; Neurosciences with the proposed Labex “Neurovasc” ; Drugs and toxicology with two proposed Labex “MeDI-Resis Tox” and “Affectib”.

According to the OST¹ analysis of publications, USPC is highly ranked in the world in fundamental biology (Molecular Biology, Cell Biology, Biochemistry). USPC represents a common link between all the specialized fields, enhanced by the recent success of the Institut Jacques Monod in the National Infrastructure programme (France BioImaging platform), and reinforced by the available cutting-edge platforms.

For the first time in France with the Ecole des Hautes Etudes en Santé Publique, Sciences Po and USPC Med-schools, a single university will offer training for future public health and hospitals managers, health policy makers, as well as future MD.

1.3. Humanities: Arts, literature and languages

USPC will be the 2nd strongest French university in the field, with 24 teams rated A+ or present in the successful Labex. We must underline USPC’s exceptional Languages and Area Studies spectrum. With INALCO (93 languages taught), USPC competes with SOAS and the Instituto Universitario Orientale of Naples. A major player in the area of Oriental Studies with powerful teams focusing on Asian, Chinese and Japanese Studies, USPC also features strong teams in the field of European Studies as well as the Institut des Hautes Etudes d’Amérique Latine.

USPC will become one of the leaders in the study of contemporary cultural industries (Labex ICCA), with the inclusion of the Institute of Film Studies. We can note that USPC’s Technological Transfer Acceleration Company includes a specific focus on cultural industries.

¹ Observatoire des sciences et techniques

1.4. Social Sciences and public Policy

USPC's future Social sciences and Public policy Division will be ranked first in France and considered as one of the best in Europe according to QS² ranking.

We must underline USPC's leading role in the field of Public Policy (Labex LIEPP). With the presence of the Ecole des Hautes Etudes en Santé Publique, USPC will now cover the entire spectrum of Health Public Policy Studies.

USPC will also be the institution of reference in the field of Political Sciences and International Relations. It will thus be able to foster fruitful cross-fertilizations with the teams working in the field of Area Studies. This will be the basis of the Paris Institute of Global Studies coordinated by the Centre of Research and International Studies (CERI). A fundamental USPC strength is that its areas of expertise in the field of Human Sciences interact efficiently with the hard sciences and the life sciences and medical research sectors.

A differentiating factor for USCPC as a unified university will be its emphasis on both the size of faculty as on the research quality. Among other noteworthy fields of expertise in which USPC will make a difference, one needs to mention more specifically: Economics notably through the Department of Economics of Sciences Po; Cognitive Sciences and Experimental Psychology ; Geography and Risk Analysis (2 teams rated A+) ; History and Philosophy of Sciences, the teams being hosts to Chaire Blaise Pascal and having been rewarded with ERC grants. They have all combined their efforts to submit a Labex project to create new interactions with the hard sciences and the life sciences sector ; Ethics (one team rated A+) ; Sociology of the Family (two team rated A+) and Migration Studies ; Identity Studies (Psychoanalysis in collaboration with the « Who Am I ? » Labex project).

As the success of the EFL Labex also testifies, USPC will become the centre of reference in the field of Linguistics encompassing a unique spectrum of research teams, from Socio-Linguistics to Phonology and Computer Sciences applied to linguistics, and Cognitive Sciences applied to linguistics. Furthermore, USPC will be a major player in the field of data collection notably due to the EquipEx DIME-SHS and the MediaLab of Sciences Po, but also in terms of analysis since these infrastructures include ground-breaking research by renewing the conceptual and methodological tools of Social Sciences. They shall also facilitate collaborations with the Natural Sciences. The challenge of managing through digital technologies the growing amount of data is cross-disciplinary.

Over the past ten years, USPC researchers have published more than one hundred articles in *Nature* and considerably more again in *Science*.

USPC's rare strength will cover a vast scientific continuum allowing new research to emerge on the basis of interface research at the highest international level.

This allows USPC to match the ANR's 2012 new programme on "High-risk" research, the new ERC Synergy Grants programme, pioneering frontier and interdisciplinary research.

Scientific ambition objectives

Objectives	Year 4	Year 10
Obj. 1 Set up structuring and research framework achieving international standard of excellence	USPC will launch 20 chairs of excellence and 70M€ for internal calls for tender	All research teams integrated within the divisions and departments

² QS World University Ranking

Obj. 2 Rationalize research framework	All USPC C rated teams will be suppressed and A rated teams will reach 80%	Rationalisation of the entire research map, in concordance with the AERES and the IAB
Obj. 3 Foster interdisciplinary	USPC's first four interdisciplinary institutes set up and working Number of joint multidisciplinary publications reach 100/year	USPC Interdisciplinary institutes gain international recognition (as Earth Institute of Columbia, Stockholm Environment Institute, ...)
Obj. 4 Consolidate research equipment	3M/year for scientific equipment Plan for their further upgrading defined	Planned upgrading achieved

2. RECOMMENDATION N°2: CLARIFY TO WHAT EXTENT RESOURCES AND CURRICULA WILL BE SHARED AND/OR RATIONALIZED

<i>Related criterion</i>	Attractiveness and coherence of teaching offer
<i>Related section in proposal or in additional document</i>	Proposal : pp. 77 – 84

2.1. Rationalization and pooling of resources

University Sorbonne Paris Cité academic community is rich and varied, with three major campuses stretching across Paris and the greater Paris area. Taking on the challenge of modernizing its support functions is inseparable from our common project of building a strong unified university. The process of modernization will undoubtedly lead to a rationalization of resources. It may also lead to a form of instability and to internal tensions which we will need to anticipate and defuse.

But:

USPC's members already have considerable experience with merger:

- The Sorbonne Nouvelle merged fifteen of its former education departments into three in the last two years
- Paris Diderot and Paris Descartes have respectively accompanied the merger of their five former Med Schools into two unified Med Schools between 2005-2010
- Paris Descartes, EHESP and Sciences Po have merged their departments of public health into one in 2010

USPC already has practical experience in the pooling of its resources with the establishment of the following: Interdisciplinary doctoral training and career advice programmes : 6000 training sessions organized in 2012; A Bibliometrics Studies department; A European Project Development Service ; International and national students forums; A Public Procurement Department; A Student Health Promotion Service; Common technological transfer programmes (IdF Innov Tech Transfer Company)

USPC will launch Key actions in the coming months:

- Information Management Systems: An audit is currently being undertaken and will publish in January 2012 a step-by-step strategy plan to reach completion in 2015.
- Progressive setting up of integrated central support functions services (admissions office, finance division, personnel services, real estate operations, procurement office, etc.). These are to be combined with decentralized services to work in close interaction with the researchers and laboratories.
- A progressive integration of the institutions' human resources strategies. A detailed audit on current practices is to be produced by the end of 2012.

USPC governance will implement the change management leading to the implementation of a unified university:

- The gradual process of integration will rely on the pooling of best practices, by setting up cross-institutions task forces, in order to foster increased interaction between administrative staff.
- The creation of the new unified USPC will allow us to strengthen certain strategic support functions: project engineering, information management systems, etc.

2.2. Rationalization of the curricula

Around 70 general BAs and 60 vocational BAs are on offer at USPC as well as over 400 Masters programmes. There are some 40 doctoral schools, including 25 under the sole academic responsibility of one of USPC's partners, the others being co-registered with external partner establishments (UMPC and Paris Sud in particular).

This situation entails two difficulties: the opacity of the education chart and the presence of duplicates. The preparation of the next national academic assessment campaign and new contract with the State in 2014 will lead to a major rethinking of the education chart. The vice-presidents or deputy managers in charge of education are currently engaged in a coordinated revision of the education chart, around the following principles:

- The deployment of progressive specialization and foundation courses at BA level, with the tailoring of the courses, reinforced for the best students and adapted for students in difficulty.
- The setting up of new double honours degree programmes benefitting from the pooling of expertise from all USPC partners.
- At all levels, a training scheme geared towards professional insertion.

In each university, there are numerous courses where the number of students per seminar is not more than 5 to 10, while in other courses, this number reaches 100. By unifying our institutions, we will be able to achieve a critical mass of students for each class that avoid having to eliminate the attended courses.

The duplicates which will require a streamlining of existing curricula or greater specialization are notably in the fields of Area Studies and the Humanities:

- American and English Studies are taught at Paris Diderot, Sorbonne Nouvelle and Paris 13. The teaching offer will be rationalized.
- Oriental Studies at Paris Diderot and INALCO: in this specific field, very active co-operations are underway to streamline the curricula and foster new synergies both at undergraduate and graduate levels.
- Sociology: in this field, approaches developed in Paris Descartes, Paris Diderot and Sciences Po are very different – Paris Descartes is specialized in the field of Population and Family Studies, Paris Diderot in Migration Studies, and Sciences Po in Political Sociology.

Some duplicates are to be found also in the field of Life Sciences, notably in Cellular Biology in Paris Descartes and Paris Diderot.

In all these areas, USPC will foster the development of innovative double honours degrees, rationalizing at the same time the teaching offer, and a greater degree of specialisation, so as to clearly identify the potential of both collaboration and of distinction. The vast spectrum of disciplines will also be the driving force of the new USPC Colleges.

Teaching ambition and innovation Objectives

Objectives	Year 4	Year 10
Obj. 1 Develop a streamlined and unified teaching offer	A single structure for the future unified university's educational programmes organized by the departments and coordinated at the division level	A coherent, innovative and unified education chart with strong international visibility
Obj. 2 Transform the bachelor level philosophy and increase the rate of success	Successful implementation of the first undergraduate experimentations (double honours degrees between different divisions, foundation courses, new orientation process)	Incorporation of all our professional programmes into the collegiums and organisation of the complete master offer by the departments
Obj.3 Redefine the master degrees offer in coordination with the LabEx when they exist and built upon collegiums	Implementation of the two collegium structures and first new Labex master degrees	Generalization of the collegium structure to unify the teaching offer and new master degrees offer based on departments
Obj. 4 Structure new initiatives for doctoral students	Doctoral studies structured around the divisions. Doctoral studies organized as PhD programmes with common rules and practices	Merger of all doctoral schools into 4 units (one per division)
Obj. 5 Create "Oxford-style" colleges	Implementation of the 2 first colleges	Creation of other colleges on all USPC campuses

3. RECOMMENDATION N°3: CONSIDER FURTHER POSSIBILITIES TO DEVELOP ECONOMIC PARTNERSHIPS, RESULT EXPLOITATION AND TECHNOLOGY TRANSFER

<i>Related criterion</i>	Economic partnerships, result exploitation and technology transfer
<i>Related section in proposal or in additional document</i>	Proposal : pp. 87 -92

3.1. Development of intensive partnerships

Sorbonne Paris Cité partner members have decided to intensify their economic partnerships, as is testified by their involvement in the main *Pôles de compétitivité*. Among the various examples of such close interaction with the private sector and the involvement in technology transfer we can mention:

- The incubator Paris Biotech Santé at Paris Descartes which has created an efficient mechanism allowing for the setting up of 70 companies (800 jobs, 74M€ in funds raised). The business incubator supports this approach, welcoming young companies whose total capital valorization exceeds 500M€ With INSERM, the university has developed research partnerships with AFM, Ligue contre le cancer ;
- Paris Diderot has strong links with Thales. The immediate proximity of the BioPark that houses companies also allows for daily interactions between the biotech companies and academic researchers;
- Paris 13 has taken advantage of its geographic location at the heart of Seine St Denis to build structuring relationships within the area's economic fabric. It is also involved in technology transfer which is one of the major forces of the Labex « SEAM » (materials);
- Sciences Po has developed great expertise in the collection of the apprenticeship taxes, which currently represents 4.5M€ annually, as well as in fund-raising;

- IPGP has increased the number of its research contracts over the last three years. These represent around 25% of the Institute’s budget;
- The establishment of research contracts has accelerated with the Investments for the Future programmes. Around 80 private companies are partners of the Labex projects. And with the support of Sanofi, the IHU Imagine has proposed a plan to valorize research on genetic diseases. The Excellence chair of the Institute St Louis has turned to valorization in cancer research, the project obtained a subsidy of 6M€ from the City of Paris.

The unification into one university will promote this culture of partnerships to all USPC departments. USPC will be a stronger partner if it is united rather than fragmented.

3.2. Promotion of research and IP

The creation of the IdF Innov SATT will facilitate such partnerships. Endowed with 68M€ focused on the key domains of USPC, the SATT plans to multiply the number of patents (invention declarations) by four, the number of licenses by 1.5 and the number of partnership research contracts by more than 2 within the next four years. The SATT will allow for expert management of industrial property, from the drafting of scientific projects to commercial negotiations, articulated with France Brevet. It will complement and boost the transfer actions

The dynamism of valorization will benefit from a remarkable park of scientific equipment (clean rooms, cyclotrons, animal housing facilities, spatial simulators, structural bioinformatics, proteomic analysis, sequencing, genotyping, chemical analysis and isotopic), soon to be enriched by the project in the imaging field, to be installed at Tarnier Hospital, and whose annual projected revenue will be around 40M€ within six years time. Additionally, the SATT will manage a House of Economic Initiatives and Entrepreneurship (MIE) at Paris 13 (20M€ in investment) and a new incubator on the Paris Rive Gauche campus financed by the City of Paris.

3.3. Career services and executive education

Based on the best experiences already identified within USPC, and using the strengths of the Grandes Ecole experience in career services and executive education, the following have notably been planned:

- Create an integrated career placement office, based on the best practices of the founding institutions. Provide a common database for internships and job offers;
- Double within 3 years the number of students in work/study courses (2000 year 0);
- Increase by 20% annually the revenue of executive education (10M€ in 2013).

Economic partnerships and technology transfer objectives

Objectives	Year 4	Year 10
Obj. 1 Intensify research in partnership and technology transfer	Partnership research contract: 35M€ Patents filed/year: 100	Partnership research contract: 50M€ Patents filed/year: 160
Obj. 2 Support Economic Initiatives	Creation of start-ups/year: 10	Creation of start-ups/year: 15
Obj.3 Favoring career placement	Master’s student graduate with already-acquired competencies : 50% Number of “alternants”: 3000	Master’s student graduate with already-acquired competencies : 100% Number of “alternants”: 5000
Obj.4 Developing executive education	Yield growth 10%/year on the basis of 10M€/year in 2013	Yield growth 20%/year on the basis of 10M€/year in 2013
Obj.5 Development of private resources	Volume of resources generated by fundraising (other than professional taxes): 4M€/year	Volume of resources generated by fundraising (other than professional taxes): 10M€/year
Obj.6 Intensify cooperation with socio-economic actors	4 plans signed with competition poles	4 plans signed with competition poles

4. RECOMMENDATION N°4: CONSIDER FURTHER POSSIBILITIES TO DEVELOP INTERNATIONAL AND EUROPEAN POLICY

<i>Related criterion</i>	International and European policy
<i>Related section in proposal or in additional document</i>	Proposal : pp. 95 -96

All USPC's founding institutions have developed strong international policies: Sciences Po has 350 partner universities (1,200 international students and 1,000 3rd year students are studying abroad) and Paris Diderot has some 390 partnerships with universities outside Europe and some 400 Erasmus collaborations in Europe. These are only two examples but they give the measure of the strength of USPC in terms of European and international collaborations with universities and research institutions. The support letters (cf. annex) reflect the quality of the exchanges.

Some of the founding institutions of Sorbonne Paris Cité are involved in famous research networks, among which we can mention:

- INALCO: Network of Centers of Asian and African Studies in Europe (NECAAS) : Hamburg University (Asien-Afrika-Institut), School of Oriental and African Studies (SOAS-London), Università degli studi di Napoli (L'Orientale), Leiden University (Faculty of Humanities), University of Warsaw (Faculty of oriental studies), Faculty of Asian and African Studies (St Petersburg)
- Sciences Po: framework of Global Public Policy Network, formed with the London School of Economics and Political Science (LSE), Columbia University and the Lee Kwan Yew School of Public Policy of the University of Singapore.
- Important framework agreements are already signed, for instance, with Berkeley (Sorbonne Nouvelle), Columbia (Sciences Po, EHESP), Jiao Tong Shanghai (Paris Descartes), MIT and Caltech (IPG), Freie Universität (Sciences Po) etc.

The network of collaborations with European research institutions is one of the densest of all French universities. It makes for intense and dynamic interactions at European level. USPC is massively involved in the European Higher Education Area and in the European Research Area via European Union actions: more than €9.5 million from EU agreements; 41 ERC grants have been awarded to USPC's scholars.

This results in significant exchanges. Invited scholars contribute to the academic dynamic of the PRES faculty. Paris Diderot, Paris 13 and Sciences Po have respectively invited 150, 100 and 50 scholars in residence. Furthermore, Sorbonne Paris Cité enjoys an exceptional visibility in publications co-signed with a foreign author or in languages other than English or French: in the BRICS languages (Chinese, Portuguese, Eastern Europe languages...) and in the asian languages (Vietnamese, Korean...) thanks to INALCO and Sorbonne Nouvelle.

Moreover, USPC has a large expertise in the field of international curricula or degrees, in all three sectors:

- Paris Diderot offers six dual Masters degrees (Physics with Turin, Chemistry with Bielefeld, etc.);
- Sciences Po offers twelve dual Masters degrees (Master in International Affairs with Sciences Po's Paris School of International Affairs and Columbia University's School of International and Public Affairs; Masters of Public Affairs with Berlin, the National University of Singapore, the LSE, SIPA, the University of Tokyo and Fudan University.
- Paris Descartes has intense collaborations with Chinese universities in the field of medical research (Jiao Tong), via notably the Shanghai Medical School.

USPC will implement a permanent presence abroad. Sciences Po already has offices in several of the prospective partner institutions: Columbia University, New Dehli, Beijing; Paris Diderot is soon to open an office in Buenos Aires. The framework agreement with the science and technology department of the French embassy in New Dehli to house USPC's office is to be signed in January 2012. At the European level, the USPC campus will guarantee directly relationships with its partners. The existing offices will be shared at USPC level. The new offices will be created in the name of USPC.

International and European policy objectives

Objectives	Year 4	Year 10
Obj. 1 Set up strong and coordinated European and international policies	Streamlined collaborations in concordance with the USPC scientific policy.	Powerful collaborations in a fully integrated policy from Bachelor to advanced scientific collaborations.
Obj. 2 Develop a permanent presence abroad	Six offices created	-
Obj. 3 Increase the number of academic exchanges	Full term academic exchanges (+ 50%)	+ 100%
Obj. 4 Increase the number of student exchanges	- 3 rd year USPC college students studying abroad (500) - + 50% foreign students (M&D)	+ 100% -
Obj. 5 Develop international dual degrees	+ 30% dual degrees	+ 50%
Obj. 6 Make USPC major player of European higher education and research area	+ 20% European funds	+ 20%
Obj. 7 Increase the number of signed USPC publication	+ 20% signed USPC publications in a language other than French and co-signed publications with a foreign author	+ 30%
Obj. 8 Monitor USPC international attractiveness	Opening of a centralized data centre	-

5. RECOMMENDATION N°5: IMPROVE THE GOVERNANCE CREDIBILITY AND EFFICIENCY

<i>Related criterion</i>	Governance credibility and efficiency
<i>Related section in proposal or in additional document</i>	Proposal : pp. 100 -102 Additional document : pp. 10-23

USPC is committed to having a fully working governance process for the IDEX as soon as possible. That process will have been clearly laid down and the governance bodies will have been established by the time the IDEX framework agreement between the State and SPC is finalized.

USPC is already a work in progress :

- February 2010 : the juridical frame of Sorbonne Paris Cité was created. Unlike other candidates, we won't need to create a transitional legal structure.

- September 2011: the Boards of USPC’s founding institutions strongly backed the IDEX project.
- November 2011: SPC’s board of directors reached an agreement [on the composition of the IDEX Board of Directors](#): Marie Christine Lemardeley, President of Sorbonne Nouvelle (to be confirmed); President of Paris Descartes (to be elected); Vincent Berger, President of Paris Diderot (to be confirmed); Jean Loup Salzmman, President of Paris 13 (to be confirmed); Claude Jaupart, President of the IPGP; Alain Fuchs, Executive President of the CNRS; the designated INSERM representative; the designated CEA representative; the designated IRD representative; Mireille Faugère, Executive President of the APHP; David Azéma, Deputy CEO, Groupe SNCF; two representatives of the economic world (to be completed); the designated representative of the Ville de Paris and the Region Ile de France.
- November 2011: [several leading figures of the world of international academia](#) and research have already given their agreement to be a member of the International Advisory Board of SPC’s IDEX: Pr. Lee C. Bollinger, President of Columbia University ; Pr. Yang Yuliang, President of Fudan University ; Pr. Robert J. Zimmer, President of the University of Chicago; Pr. Tan Chorh Chuan, President of the National University of Singapore ; Pr. Malcolm Grant, Provost and President of the University College London ; Pr. Claude M. Steele, Dean of Stanford University’s School of Education ; Pr. Detlev Ganten, former Dean of Charité - Universitätsmedizin Berlin ; Pr. Manijeh Razeghi, Director of the McCormick School of Engineering and Applied Science of the Northwestern University.
- November 2011; [Richard Descoings, Director of Sciences Po](#), is approached to be designated as SPC’s Board of Directors Chair and CEO;
- 30 November 2011: USPC’s Board of Directors establishes a [list of potential members of the IDEX’s Academic Council](#). The list is to be submitted to SPC’s Board early 2012;
- December 2011: [prefiguration of the Audit Committee](#).

Governance, resources allocation system and HR objectives

Objectives	Year 4	Year 10
Obj.1 Set the stage to a unified university	Merging of the founding institutions into a unified university	New University structure smoothly operational and appropriated
Obj. 2 Set up a strong project governance and management	All change management procedures fully working. University management set up University management fully accepted and legitimized by the university community	-
Obj. 3 External evaluation	Permanent external control procedures fully implemented and reporting	-
Obj.4 Allocation of the resources to excellency	University internal call for tender fully working	-
Obj.5 Support HR transformation	200 positions redeployed into the perimeter of excellence thanks to retirement	At least 300 additional positions redeployed into the perimeter of excellence thanks to retirement
Obj.6 Foster USPC community mobilisation	USPC sense of belonging fostered	USPC brand renowned and internationally visible

5. DETAILED DESCRIPTION OF THE PROJECT – PRE-SELECTION PHASE

1. PROJECT GOALS AND STRATEGY

1.1. The vision: create a unified university by 2016, ranked among the world's top 30 by 2020

The ambition of the Sorbonne Paris Cité IDEX project (SPC IDEX project) submitted to the jury is to create one unified university by 2016. Sorbonne Paris Cité University will be radically new and globally competitive, ranking among the top 10 institutions in Europe and the top 30 in the world by 2020.

This new university will at first be a research university. It will comprise four divisions representing the major areas of study (Exact Sciences and Engineering Sciences; Life and Health Sciences; Humanities: Arts, Literature and Languages; Social Sciences and Public Policy). The divisions will be composed of discipline-specific departments. Interdisciplinary Institutes will promote research between the major fields of knowledge.

The University of Sorbonne Paris Cité will put as much emphasis on its teaching and learning programmes (from bachelor to doctoral levels) as on research. This will provide students with the best educational conditions while encouraging them to meet the highest expectations. It must place greater attention on employability because of the large size of its students body, especially at bachelor's level.

The research laboratories, scientific teams and educational programmes will benefit from a cutting-edge technological environment and high-profile documentation resources, including scientific equipment of national importance (EquipEx). Multiple libraries (totalling nearly 4 million volumes) and strong ties with the *Bibliothèque nationale de France* (the National Library of France) will ensure digital access to a wealth of scientific resources.

The *Société d'accélération du transfert de technologies – Ile-de-France Innov SATT* (Technology Transfer Acceleration Company) will guarantee research impact.

As early as 2012, the university's place within the global economic environment will be secured by the involvement of several important economic actors, and the participation of representatives of the business sector in the governing bodies of the SPC IDEX project, while the perimeter of excellence will ensure that further resources from research contracts, sponsorship and services contribute most effectively to its development.

1.2. The role of the SPC IDEX project

In our project, "the SPC IDEX project" refers to our initial core of excellence, which will be instrumental in transforming the *Pôle de Recherche et d'Enseignement Supérieur – PRES* (Research and Higher Education Network) into one unified university.

The initial core of excellence will comprise scientific forces that have been assessed and distinguished by external scientific evaluations: LabEx, EquipEx, IHU and Cohorts funded through the Investments-for-the-Future programmes; scientists and research teams funded by the European Research Council (ERC), and units awarded A+ by the *Agence d'évaluation de l'enseignement supérieur et de la recherche – AERES* (Evaluation of Higher Learning and

Research Agency). This core perimeter of excellence will represent the foundations of the divisions, departments and institutes described above.

As they rise to the expectations established by international juries³, both the research units and faculty from the founding institutions will be gradually incorporated into the initial core perimeter, thus ensuring its development. Moreover, researchers who will be hired by the SPC IDEX project as it expands will increase the perimeter. On the other hand, research units and/or programmes that have been downgraded at a later stage will be excluded from the perimeter.

By 2016, the new, unified Sorbonne Paris Cité University will include:

- the SPC IDEX project perimeter of excellence – the objective being to raise to 50% the number of A+-rated research units;
- all the research units or programmes which, even though they have by then not yet reached the highest international standards of excellence, have achieved high levels of performance in the fields of research, teaching and scientific expertise;

By then, Sorbonne Paris Cité will no longer comprise C-rated research units and the number of B-rated units will have decreased from 25% to 15%.

The PRES Sorbonne Paris Cité was officially funded in 2010. The SPC IDEX project will also be the driving force ensuring its transformation into one unified university.

The SPC IDEX project's key ambition is to provide one example of how to transform the nature and the structure of France's higher education and research system, especially in the Paris and Ile-de-France region. Why and through what means? What will be the change management process and tools? How will the new governing bodies contribute to this? What will be the sources of finance used to implement the business plan, and what projects will be specifically targeted towards enhancing the University's prospects? Last but not least, what will be the time frame?

Sorbonne Paris Cité is submitting this proposal document to the jury responsible for selecting IDEX-labelled projects in order to answer all of these questions. It details the organisation and governance reforms needed to ensure the effectiveness, solidity and visibility of the transformation process.

1.3. The renewed motivation of the eight founding institutions, based on their respective positions regarding international competition

This new project has been devised while bearing in mind the reasons for the failure of Sorbonne Paris Cité's proposal after the first round. It also takes into account the jury's evaluation report, as well as advice given by the *Ministère de l'Enseignement supérieur et de recherche* (Higher Education and Research Ministry) and the *Commissariat Général à l'Investissement* (General Future Investment Commission). A thorough analysis of the weaknesses of the first proposal and its competitors' qualities was conducted by the *Pôle de Recherche et d'Enseignement Supérieur* – PRES (Research and Higher Education Network) Head Office and Administrative Board, as well as the management bodies of its founding institutions.

³ Appointed by the CGI and ANR

The eight institutions involved in this project unanimously decided at an early stage to submit a new proposal for our SPC IDEX project. These institutions are determined to convince the jury that the scientific potential of the PRES⁴, strengthened by a cohesive strategy implemented over time, will help the SPC IDEX project to design modes of transformation that will impact the higher education environment in Ile-de-France and France at large.

The eight founding institutions have indeed gained a clear awareness that the characteristics of the Paris and Ile-de-France higher education environment add a specific dimension to an already complex issue. Paris and Ile-de-France are home to 40% of French research resources, 30% of all students, and a number of higher education and research institutions with no equivalent in any other city or region in France. While this concentration may be regarded as an undeniable strength, it also makes the idea of uniting such a vast array of institutions unlikely, contrary to what happened with the University of Strasbourg, or compared with the short-term challenges facing the University of Bordeaux and the Aquitaine region.

The alliance formed by the eight founding institutions resulted from a deliberate choice. Its prime motivation lies in the fact that Sorbonne Paris Cité gathers into one single university the four major research fields in which the various juries appointed by the CGI and ANR have distinguished the best teams (10 LabEx, one IHU and one promising IHU). This decision is consistent with the evolution of the Parisian higher education environment, in which PSL* already stands out, and where Saclay and at least one other major university alliance is likely to achieve worldwide recognition.

Why are the founding institutions prepared to undertake considerable changes, driven by the transforming force of our SPC IDEX project, in order to create one unified university? Because of their respective origins and histories, universities have strong institutional cultures, just as there are strong corporate cultures. These cultures cannot be overlooked without running the risk of failure. Each of Sorbonne Paris Cité's founding institutions has a high scientific potential, which can be measured both by national and international standards.

However, in comparison with those universities rated the best in the world, each has its own weaknesses. Some are focused on a specific scientific field, such as social sciences, law and economics at Science Po; the humanities at Sorbonne Nouvelle and languages and civilisations at INALCO; physics and earth sciences at IPG; or public health at EHESP. Others, like Paris Descartes, Paris Diderot and Paris 13, despite their inherently multidisciplinary nature, suffer from imbalances in terms of teaching and learning programs or research teams. There are obvious similarities in several fields, while, on the other hand, one may find departments that are underdeveloped in relation to the size of their teaching staff or student body. Thus, the risk of losing funding, through a sheer lack of pedagogical and scientific strength or the fragmentation of excellence into heterogeneous units, is great.

Taken separately, none of the founding institutions has enough scope in a sufficient number of disciplines to challenge the world's most renowned universities, almost all of which are multidisciplinary. At the same time, Sorbonne Paris Cité's institutions have become fully aware that merely joining forces will not be enough in order to improve their status or turn their weaknesses into strengths. In today's highly globalised world of higher education and research, the founding institutions' own specificities, histories, cultures and desire to achieve excellence in a given domain cannot be a satisfactory substitute for an in-depth transformation process.

⁴ With an A ranking and recognition of "the scientists' excellence, many of whom have achieved world renown."

2. STRUCTURE AND CHARACTERISATION OF THE SORBONNE PARIS CITÉ IDEX PROJECT

2.1. Presentation of the project carrier

The SPC Idex project is the driving force that will transform the Sorbonne Paris Cité PRES into a new, unified university.

a) 4 universities, 4 institutions, 1 PRES

PRES Sorbonne Paris Cité	
Four universities:	Four institutions:
<ul style="list-style-type: none"> • Université Sorbonne Nouvelle • Université Paris Descartes • Université Paris Diderot • Université Paris 13 	<ul style="list-style-type: none"> • Sciences Po • Institut national des langues et des civilisations orientales (INALCO) • Institut de physique du globe de Paris (IPGP) • École des hautes études en santé publique (EHESP)

The alliance of these eight founding institutions displays three original characteristics:

- Four French universities and four higher education and research institutions with special statutes decided to form an alliance. They each opted to contribute their history and culture to create a common organisation, enriched by its diversity and its capacity to transcend traditional specificities.
- The added value generated by the unification of these eight institutions will allow us to:
 - cover the broad range of educational and research domains characteristic of a world-ranking university;
 - give greater clarity to the programmes on offer in the various institutions, thus making them more attractive to students;
 - raise the already high-ranking teaching and scientific teams to the highest international standards;
 - bring the teams who have not already reached the expected level of excellence to the standards required;
 - merging sectors which would be strengthened more effectively by associating them with better qualified research units.
- These institutions look beyond the narrow confines of Paris towards the greater Ile-de-France region itself. The Parisian institutions called upon the University of Paris 13, whose premises are in the department of Seine Saint-Denis, to join them, and the University of Paris 13 responded positively to that offer to join an alliance that foreshadows the Greater Paris of the future. The eight institutions all seek to

build a common future, both transcending the symbolic boundaries of the Parisian limits and the hierarchical distinctions between the older, elite institutions in central Paris and their more recently created counterparts on the outskirts of the city.

The health and life sciences provide a good illustration of that strong territorial focus, particularly since Sorbonne Paris Cité includes several university hospitals and schools of medicine. Any common strategy for the provision of education and healthcare must take into account the population distribution, its needs in terms of prevention, access to different health professionals and hospitals themselves, and do so in close collaboration with the *Assistance Publique – Hôpitaux de Paris – AP-HP* (the public hospital system of Paris and its regions).

The other three major research areas of the PRES - Exact and engineering sciences; the Humanities (arts, literature and languages); Social sciences and public policy – each have an identifiable campus: Saint-Germain - *Quartier Latin* (Latin Quarter), Seine Rive Gauche (Left Bank) and Seine Saint-Denis. This territorial organisation prevents an excessive concentration of students in a given location which would also be too distant from their places of residence.

b) The Sorbonne Paris Cité PRES is already an alliance of highly-rated research forces working in close association with France's largest research institutions and the Assistance Publique – Hôpitaux de Paris – AP-HP (the public hospital system of Paris and its surrounding regions)

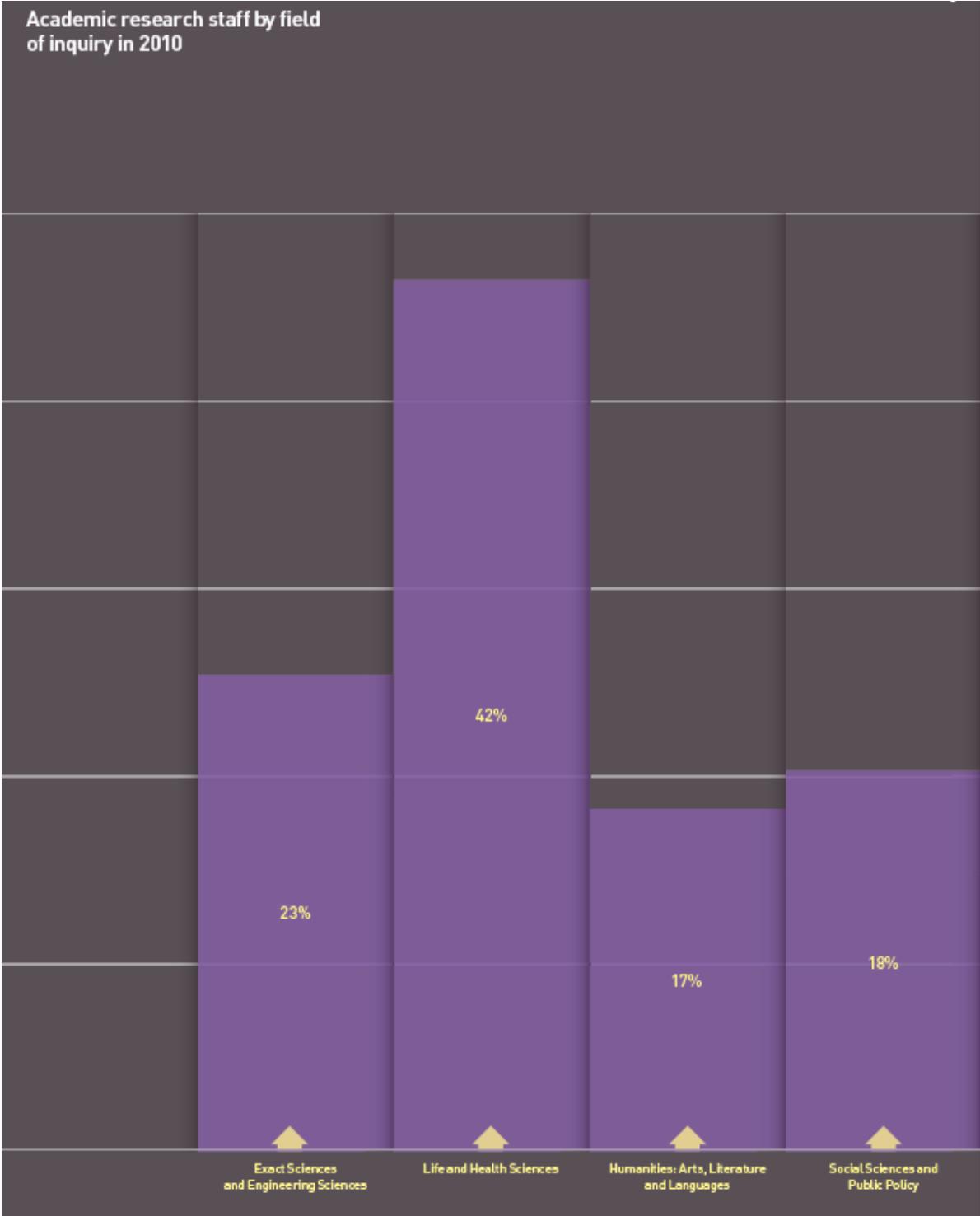
Most of the scientific teams of the Sorbonne Paris Cité PRES have received high evaluations from external scientific authorities.

- 23 of the 166 of the world most cited French researchers and research professors are conducting their scientific activities within Sorbonne Paris Cité.
- Over the past four years, 37 of our PRES researchers were awarded an ERC (European Research Council) grant, thus placing Sorbonne Paris Cité in second place in France for ERC grants awarded.
59 Sorbonne Paris Cité PRES research professors were appointed members of the Institut Universitaire de France – IUF (French University Institute) between 2006 and 2010, thus placing Sorbonne Paris Cité in second place. Sorbonne Paris Cité even holds first place for "junior" researchers, defined by IUF as "exceptional talents".
- Sorbonne Paris Cité scientists have received 16 gold and silver medals from the Centre National de la Recherche Scientifique – CNRS (French National Centre for Scientific Research), placing it third in France for this distinction.
- 106 units of Sorbonne Paris Cité are awarded an A+ by the AERES.

In total, 37% of researchers and research professors at Sorbonne Paris Cité belong to teams ranked among the best internationally.

In all fields, the founding institutions maintain extremely close ties with major research organisations. Sorbonne Paris Cité is the leading French partner for major foundations in the field of healthcare, such as the *Ligue Contre le Cancer* (League Against Cancer), the *Fondation pour la Recherche Médicale* (Foundation for Medical Research), *Sidaction*, or

the *Association française contre les myopathies* (French Association Against Myopathies). According to data provided by Web of Science (WoS), Sorbonne Paris Cité teams are, depending on the field, accountable for between 15 and 20% of research publications financed by these organisations.



c) Such potential, once transformed into one unified university from its core of excellence –the SPC Idex project – will allow Sorbonne Paris Cité to join the top 10 universities in Europe and the top 30 in the world

According to an evaluation carried out by the *Observatoire des sciences et techniques* (Science and technology observatory), Sorbonne Paris Cité would be ranked 43rd in the world (using the ARWU ranking criteria from the University of Shanghai) if it was a unified university today. We can already evaluate the existing components of the future university according to its main research areas.

Exact sciences and engineering sciences

Sorbonne Paris Cité ranks first in France, and is among the five world leaders in the field of Earth sciences, which includes sciences of the universe. In this particular discipline, Paris Diderot University appointed the Nobel Prize laureate George Smoot in February 2010. It also ranks well in the field of mathematics: according to the Taiwan ranking, Sorbonne Paris Cité ranks only second in France and sixth in the world. The University of Paris 13 featured 2010 Fields Medal winner Ngo Bao Chau among its researchers. It is also well-known for its strong nanosciences and chemistry sectors.

In this field, the juries appointed by the CGI have elected three LabEx.

Life and health sciences

According to the Taiwan ranking, Sorbonne Paris Cité is among the top institutions in Europe for medicine and pharmacology. The institution covers key specialisations, such as cell and molecular biology, cardiovascular and nutrition research, fundamental and human genetics, hematology, hepatology, immunology, infectious diseases, pharmacology, cognitive sciences and neurosciences, and public health. Sorbonne Paris Cité represents the foremost French consortium for life and health sciences.

In this field, the juries appointed by the CGI have elected two LabEx, one IHU, one promising IHU, one INBS, two EquipEx and three Cohorts.

Humanities: Arts, Literature and Languages

Sorbonne Paris Cité is the second-largest organisation in France for the arts and humanities. It has Europe's most extensive offer in the foreign languages and cultures sector. In the domain of world languages and civilisations, the *Institut National des Langues et des Civilisations Orientales* – INALCO (National Institute for Oriental Languages and Civilisations) is an exceptional institution by global standards. The influence of cultural studies, the history of forms and ideas, and literary studies are also well-established domains.

In this field, the juries appointed by the CGI have elected one LabEx.

Social sciences and public policy

This field includes a variety of disciplines within Sorbonne Paris Cité – sociology, economics, political sciences, geography and urban studies, demographics, ethics and the philosophy of law, psychology, and psychoanalysis. Together, the laboratories specialised in linguistics are ranked first in Europe.

In this field, the juries appointed by the CGI have elected three LabEx and one EquipEx.

Once structured as one unified university, and through measures fostering even higher quality, Sorbonne Paris Cité can aspire to join the top 10 universities in Europe and the top 30 in the world by 2020.

2.2. “Investments-for-the-future” actions

a) Selected Laboratories of Excellence

<i>Name</i>	<i>Field (SIMI, SVSE, SHS)</i>	<i>Coordinator</i>	<i>Project leader</i>	<i>Consortium / partnership involved</i>
EFL	SHS	J. Vaissière	Sorbonne Paris Cité	Universités Sorbonne Nouvelle-Paris 3, Paris Descartes, Paris Diderot, Paris 13, INALCO, CNRS, ENS, EPHE, Inria, EHESS, Ird
ImmunoOnco	SVSE	G. Kroemer	Sorbonne Paris Cité	Université Paris Descartes, Inserm, Institut Pasteur, IGR
UnivEarthS	SIMI	C. Jaupart	Sorbonne Paris Cité	IPGP, Université Paris Diderot, CEA, CNES, Observatoire de Paris
ICCA	SHS	B. Legendre	Sorbonne Paris Cité	Universités Paris 13, Sorbonne Nouvelle, CNRS, ENSAD
Inflamex	SVSE	R. Monteiro	Sorbonne Paris Cité	Universités Paris Diderot, Paris Descartes, Paris 13, Inserm, CNRS
SEAM	SIMI	A. Gicquel	Sorbonne Paris Cité	Universités Paris 13, Paris Diderot, CNRS
LIEPP	SHS	E. Wasmer	Sorbonne Paris Cité	CNRS, Sciences Po
SMP	Maths/info	J.Y. Chemin	Fondation des Sciences mathématiques de Paris	Universités Paris Diderot, Paris Descartes, Paris 13, UPMC, CNRS, ENS, Paris Dauphine, INRIA, Collège de France
IEC	SHS/SVSE/SIMI	C. Lorenzi	ENS Ulm	Université Paris Descartes, Inserm, CNRS, Universités de Créteil, Panthéon-Sorbonne, Paris Sorbonne, ESPCI, Chimie Paris Tech
iPOPs	SHS	C. Cases	Ined	Universités Paris Descartes, Panthéon-Sorbonne, Montesquieu Bordeaux IV, Université de Strasbourg

Please note that Sorbonne Paris Cité research units take part in LabEx projects sponsored by other establishments, which remain unnamed here. These LabEx projects include ENS-ICFP, ESEP, FIRST-TF, FUTURBAINS, HASTECH, IBEID, ILP, LaSIPS, L-IPSL, MiChem, Milieu Intérieur, P2IO, SITES and WIFI. Sorbonne Paris Cité participates in 24 LabEx projects, that is nearly a quarter of all LabEx projects in France.

b) Other Laboratories of Excellence submitted in the second round of the call for projects

<i>Name</i>	<i>Field</i>	<i>Coordinator</i>	<i>Partner coordinator</i>	<i>Consortium / partnership involved</i>
Innovasc	SVSE	A. Tedgui	Sorbonne Paris Cité	Universités Paris Descartes, Paris Diderot, Paris 13, Inserm, CNRS
Globex	SHS	C. Lesquesne	Sorbonne Paris Cité	Sciences Po, Universités Sorbonne Nouvelle, Paris Diderot, INALCO, Sciences Po, EPHE, IRD, INED, Collège de France
Who am I	SVSE	J. Weitzman C. Dargemont	Sorbonne Paris Cité	Universités Paris Diderot, Paris Descartes, Inserm, CNRS, Genomic vision
GR-eX	SVSE	O. Hermine	Sorbonne Paris Cité	Universités Paris Descartes, Paris Diderot, UPMC, Paris Sud, AP-HP, National Institute of Blood Transfusion, Universités de St Denis La Réunion, Antilles-Guyane, Versailles St-Quentin, Montpellier, Bordeaux 2
IPPEX	SVSE	P. Van Endert	Sorbonne Paris Cité	Université Paris Descartes, Inserm, CNRS
MeDI-ResisTox	SVSE	R. Barouki	Sorbonne Paris Cité	Universités Paris Descartes, Paris-Diderot, Inserm, CNRS
Affectib	SVSE	D. Scherman	Sorbonne Paris Cité	Paris Descartes, Inserm, CNRS
RetrHosts	SVSE	A. Hosmalin	Sorbonne Paris Cité	Paris Descartes, Paris Diderot, IGR, Institut Curie
NeuroVasc	SVSE	P. O. Couraud	Sorbonne Paris Cité	Paris Descartes, Paris Diderot, CNRS, Inserm, Sorbonne Paris Cité, Université de Caen
HPESS	SHS	P. Crozet	Sorbonne Paris Cité	Paris Diderot, Paris 13, Sciences Po, Paris I, Université de Nantes, Université de Nancy 1

c) Investments for the future projects selected (excluding LabEx), which are inside the perimeter of excellence (PéridEx)

<i>Structure</i>	<i>Field</i>	<i>Project name</i>	<i>Coordinator</i>	<i>Partner coordinator</i>	<i>Consortium / partnership involved</i>
SATT	Other	Ile-de-France Innov	G. Houzel	Sorbonne Paris Cité	Universités Paris Est, Cergy-Pontoise, Inserm, CNRS
IHU	SVSE	Institut des maladies génétiques	A. Fischer	FCS Imagine	Université Paris Descartes, AP-HP, Inserm, AFM, Fondation Hôpitaux de Paris, Ville de Paris
IHU promising	SVSE	Saint-Louis Institute	F. Sigaux	Paris-Diderot	Inserm, CNRS
INBS	SVSE	France BioImaging	M. Coppey	CNRS	Université Paris Diderot, Inserm, INRA, INRIA, Institut Curie, Institut Pasteur
EquipEx	SHS	Dime-SHS	L. Lesnard	Sciences Po	Groupe des Ecoles Nationales d'Economie et de Statistique (GENES), INED, Université Paris Descartes, Telecom Paris Tech, EDF, GIS Quetelet
EquipEx (associate)	SVSE	Perinat Collection	J.Guibourdenche	FCS PremUp	Universités Paris Diderot, Paris Descartes, AP-HP, Inserm, UPMC, Paris 12
EquipEx (associate)	SVSE	Paris-en-résonnance	G. Bodenhausen	ENS	Université Paris Descartes, Université Paris Diderot, Université d'Orléans, CNRS, Hôpital Pitié Salpêtrière, UPMC, Collège de France, Institut Pasteur, Institut Curie
Cohorte (associate)	SVSE	Radico	S. Amselem	Inserm	Université Paris Descartes, IGR, AP-HP, UPMC, CNRS
Cohorte (associate)	SVSE	Psy-Coh	M. Leboyer	Fondation FondaMental	Université Paris Descartes, AP-HP, CEA, Inserm, Université Paris-Est SVSE Créteil, UPMC
Cohorte (associate)	SVSE	Cryostem	R. Peffault de Latour	SFGM-TC	Université Paris Diderot

d) *Projects submitted in the second round of the call for projects (excluding LabEx)*

<i>Name</i>	<i>Field</i>	<i>Coordinator</i>	<i>Partner coordinator</i>	<i>Consortium / partnership involved</i>
Equipex 2	Imagerie médicale	B. Tavitian	Sorbonne Paris Cité	Université Paris Descartes
Equipex 2	Nano Design	C. Ricoleau	Sorbonne Paris Cité	Universités Paris Diderot, Paris Descartes, Paris 13
Equipex 2	PtI Onco-Immunologie	G. Kroemer	Sorbonne Paris Cité	Universités Paris Descartes, Paris Sud
Equipex 2	Novobster	S. Tait	Sorbonne Paris Cité	IPGP, Université Paris Diderot
Equipex 2	IRM-7T	B. Van Beers	Sorbonne Paris Cité	Universités Paris Diderot, Paris Descartes, Paris 13
Equipex 2	REFIVEME	C.Chardonnet	Université Paris 13	Universités Paris 13, UPMC, Paris Diderot, Paul Sabatier, Franche Comté, Provence, Lille 1
Equipex 2	IMAP13	M. Lamy de la Chapemme	Sorbonne Paris Cité	Université Paris 13
Equipex 2	CACSISE	F. Dardel	Institut Pasteur	Universités Paris Diderot, Paris Descartes
Equipex 2	POWDERTECH	G. Dirras	Sorbonne Paris Cité	Université Paris 13
PFMI	Technologies pour la santé	D. Scherman	Sorbonne Paris Cité	Universités Paris Descartes, Paris Diderot, Paris 13

2.3. The perimeter of excellence – environment, perspectives and added value

The perimeter of excellence encompasses research units and teams with the best evaluations from external research authorities. It brings together 99 research units, including 2,446 researchers and research professors, representing 37% of Sorbonne Paris Cité’s research resources.

They are distributed as follows:

	Number of research units and teams	Number of researchers and research professors
Exact sciences and engineering sciences	20	917
Life and health sciences	38	594
Arts, humanities, languages	17	458
Social sciences and public policy	24	477

This perimeter will progressively expand so as to incorporate new units and teams as they reach the required level, thanks to measures implemented by the SPC Idex project’s governance.

Most of the SPC Idex project’s financial resources will be concentrated within this perimeter.

a) A focused initial perimeter

The perimeter comprises:

- the research units awarded A+ by the Agence d’Evaluation de la Recherche et de l’Enseignement Supérieur – AERES (Agency for the Evaluation of Research and Higher Education),
- the researchers and their teams whose projects are financed by the Conseil Européen de la Recherche – ERC (European Research Council),
- the selected Laboratories of Excellence, the Institut Hospitalo-Universitaire – IHU (University Hospital Institute) Imagine, as well as the promising IHU — St Louis.

Laboratories of excellence and Institut Hospitalo-Universitaire – IHU (University Hospital Institute)

The initial scientific core of the perimeter of excellence will only comprise the selected LabEx projects. The first were accredited during the first round. Joining them will be those selected in the second Laboratories of excellence round. Both first- and second-round laureates will receive funding from the *Commissariat Général à l'Investissement* – CGI (General Investment Commission) and the *Agence Nationale pour la Recherche* – ANR (National Research Agency) as well as complementary funding from the SPC IDEX project.

The LabEx project (research units and teams) that will not have been selected by the jury will be deemed to have enough qualities provided that the same jury has emphasised its scientific quality in its report. These teams will have the possibility to respond to the SPC IDEX project calls for tender launched to assess their structuring effect on the future university and their scientific quality.

The laboratories of excellence already selected by the jury all fall within the major disciplines comprising the four divisions of the future Sorbonne Paris Cité university.

Exact Sciences and Engineering Sciences

- **“UnivEarthS” LabEx**

The “UnivEarthS” LabEx aims to study how large natural systems form and the rapid changes they have withstood, from the Universe all the way to the planet Earth and its active regions. There is a particular emphasis on the impact of highly catastrophic phenomena (planet collisions, volcanic eruptions, earthquakes) that have had an impact on the Earth’s atmosphere on multiple occasions. It also explores the relationships between phenomena that vary spatially and temporally.

- **“SEAM” LabEx: Science and Engineering for Advanced Materials and devices**

The “SEAM” LabEx: Science and Engineering for Advanced Materials and devices brings together chemists, physicists and engineering specialists and analyses materials in order to learn about their formation process, their synthesis, and their ability to be transformed into substances with industrial applications (aeronautics, optic electronics, high-power electronics, glass). The project’s objectives are, on the one hand, the development of “green” synthesis methods, which offer high energy performance, and, on the other hand, the production of new-generation components, which offer higher yield and are used in optic electronics or multimedia equipment.

- **“Mathematic sciences Paris” LabEx**

The “Mathematic sciences Paris” LabEx builds on research in the field of fundamental mathematics by combining it with other subjects such as biology, the environment, information sciences, and financial, seismic and environmental risk prediction. In addition, there are also four cross-disciplinary research branches: mathematics and life sciences, mathematics and risk, mathematics and oceanography, and mathematics and industry.

- **“Inflamex” LabEx**

The “Inflamex” LabEx aims to create a research institute focused on inflammatory diseases affecting various organs (kidneys, liver, pancreas, lungs, etc.). Primarily, it will seek to understand the molecular mechanisms involved in the onset of inflammatory diseases and develop new curative treatments.

- **“Immuno-onco” LabEx**

The “Immuno-onco” LabEx multidisciplinary laboratory studies immune reactions caused by chemotherapy agents in the destruction of tumours. It will work to develop new anti-tumour treatments that are better adapted to individual immune systems. The project is in line with the public health priorities set by the French government in the framework of its cancer programmes.

- **The IHU Imagine**

The IHU Imagine is a unique site of research and preventive care for genetic diseases. It offers innovative solutions for diagnostics, treatment and specific care for rare diseases. Currently, 7,000 rare diseases have been identified, which affect 3 to 4% of the world’s population.

In the SPC Idex project framework, IHU Imagine will draw on a team of more than 800 researchers, doctors and paramedical personnel, supported by a network of institutional, community and private partners.

The IHU priorities are:

- the development of new biological concepts for physiopathology studies, facilitated by dedicated technological platforms and biomarkers;
- the development of patient cohorts that today include 32,000 patients and 90,000 samples; the IHU anticipates a 5% annual increase in patients;
- a rise in genomics studies through the acquisition of high-speed sequencing material, in order to develop new diagnostic tools;
- organisation of therapeutic studies (from organ stem-cell transplants and gene and cell therapies).

- **The promising IHU – St Louis Institute**

The promising IHU – St Louis Institute draws on the St Louis hospital and its biomedical research institute, the University Institute of Hematology.

The “St Louis” IHU project is dedicated to **malignant hemopathies**. A cross-disciplinary project open to national and international collaboration, it aims to:

- create new strategies for personalised treatment of malignant hemopathies;
- implement a public-private partnership for the development and testing of medical devices and innovative treatments;
- evaluate the social, psychological and medical-economic consequences of personalisation in the treatment of patients;
- shape new professions essential for facilitating innovation within the healthcare system.

Closely connected with the two IHUs are the three “Investment-for-the-future”-selected cohorts: Radico, Psy-Coh and Cryostem, all projects with which Sorbonne Paris Cité has strong links.

Humanities: Arts, Literature, Languages

- **The “ICCA” LabEx: Industries culturelles et création artistique (Cultural Industries and Artistic Creation)**

The “ICCA” LabEx: Industries culturelles et création artistique (Cultural Industries and Artistic Creation) aims to define new economic and regulatory models for the cultural industry, which has been disrupted by the magnitude of the digital revolution. A special emphasis will be placed on the boom in new applications, legal changes, and the emergence of new markets in this domain. The selected approach will be grounded in the humanities, social sciences, economics and law as well as knowledge of technological breakthroughs and their industrial impact.

Social Sciences and Public Policy

- **The “EFL” LabEx: Empirical Foundations of Linguistics**

The “EFL” LabEx: Empirical Foundations of Linguistics integrates various linguistic methodologies, including formal linguistics, phonetics and corpus linguistics. Its end goal is to create a “Paris School of Linguistics”.

- **The “LIEPP” LabEx: Laboratoire Interdisciplinaire d’Évaluation des Politiques Publiques (Interdisciplinary Laboratory for Public Policy Evaluation)**

The “LIEPP” LabEx: Laboratoire Interdisciplinaire d’Évaluation des Politiques Publiques (Interdisciplinary Laboratory for Public Policy Evaluation) aims to bring France up to date in the field of evaluating public policy. By employing a variety of approaches (econometrics, organisational analysis, legal expertise, public policy analysis) and using a large palette of tools and techniques (interviews, regression, questionnaires, duration models, observation, etc.), the LIEPP’s goal is to aid decision-making and implementation of public policy.

- ***LabEx projects selected in the second round***

The LabEx projects that received a positive evaluation during the first call for tender without being selected will resubmit their applications during the second round. These projects will have evolved to take the jury’s initial evaluation into account. Following an evaluation by its *Conseil d’orientation scientifique* (Academic and Educational Guidance Council), the Sorbonne Paris Cité PRES will also present LabEx projects in the second round. In either case, the units will have demonstrated an exceptional capacity to mobilise teams.

- ***The research teams awarded by the ERC and/or evaluated A+ by AERES***

In addition to scientific research units and teams involved in the “Investments-for-the-future” programme, the teams and units ranked A+ by AERES will also be

part of the initial the SPC Idex project perimeter. They will either join pre-existing LabEx, or come together to create new laboratories of excellence.

Some of these teams participate in laboratories of excellence selected by the CGI, but are monitored by institutions other than Sorbonne Paris Cité. These include chemistry and physics teams as well as humanities, environmental, climate and bioengineering research units.

ERC laureates and their teams will also be included in the perimeter of excellence.

b) Research units and teams comprising the initial SPC Idex project core will benefit from a cutting-edge technological and documentary environment

Sorbonne Paris Cité will draw upon the following scientific equipment, funded by the "Investments-for-the-future" programme.

- **“France BioImaging” - Institut Jacques Monod, Centre National de la Recherche Scientifique – CNRS (French National Centre for Scientific Research) / Paris Diderot**

Coordinated by the Institut Jacques Monod (affiliated with both the CNRS and Paris Diderot University), this infrastructure of national scope provides quantitative measures and analyses concerning a wide array of cellular and tissue activities. It has been funded to the amount of €6 million.

- **“DIME-SHS” - Data, infrastructure and research methods in Sciences Humaines et Sociales – SHS (Humanities and Social Sciences)**

Run by Science Po and also of national scope, this infrastructure will introduce the digital revolution to matters of data collection, expansion and communication for SHS research. It aims to bring French human and social sciences up to date in terms of survey methodology. It has been funded to the amount of €10.4 million.

- **“Paris-en-Résonance”: Magnetic resonance: from dynamic nuclear polarisation to 800 MHz imaging in Paris**

This project is co-run with the *Ecole Normale Supérieure de Paris*. It aims to develop an original method for making RMN4 detection more sensitive by offering new tools for the study of biomolecules and materials in biology and medicine. It builds on systems available in the field of imaging, which is a priority in the life and health sciences fields.

Even beyond these specific infrastructures, the research environment at Sorbonne Paris Cité is highly technologically advanced.

In the realm of materials science, clean rooms, an analytical and isotopic chemistry platform, an ultra-high resolution electron microscope, and a data handling platform are available to Sorbonne Paris Cité scientists.

As regards life sciences, Sorbonne Paris Cité has teamed up with six major platforms supported by the national *Groupement d’Intérêt Scientifique* (Scientific Interest Group) and *Infrastructures en Biologie, Santé et Agronomie* (Infrastructures in Biology, Health,

and Agronomics). These are: Plateforme Protéomique Paris 5, Vectorologie, ImagoSeine, CEFI (functional exploration), CDithem (screening) and finally the Ile-de-France bio-information network ReNaBi-IdF.

Finally, the Sorbonne Paris Cité the SPC Idex project will draw upon the resources of five reference libraries. Together, the five libraries provide an exceptionally rich documentary resource network in France. They are: the *Bibliothèque interuniversitaire Ste Geneviève* and the *Bibliothèque interuniversitaire Sainte-Barbe* (Interuniversity Library of St Geneviève), run by Sorbonne Nouvelle University; the *Bibliothèque interuniversitaire de Santé* (Interuniversity Health Library), run by Paris Descartes University; the *Bibliothèque Universitaire des Langues et Civilisations* (University Library of Languages and Civilisations), connected to INALCO, Paris Diderot and Sorbonne Nouvelle Universities; and the *Bibliothèque de Sciences Po* (Sciences Po Library), the second largest humanities and social sciences library in Europe.

Digital access to these resources is currently under development.

The *Bibliothèque Nationale de France* (National Library of France), located on the Seine Rive Gauche campus, is currently reinforcing its collaboration with Sorbonne Paris Cité.

The documentary platform will be connected to *Europeana*, the European library launched in November 2008 by the European Commission.

- ***The SATT Ile-de-France Innov***

The transfer of results has been a key preoccupation in the Laboratories of excellence projects. Partnerships have already been planned with the following organisations: France Télécom R&D (LabEx ICCA), EADS, Thales and Alcatel-Lucent (LabEx SEAM), Alstom, St Gobain, CNES and ONERA for space research (LabEx Univearth).

Technological transfer and exchange will be reinforced through the development of the *Société d'Accélération de Transfert Technologique Ile-de-France Innov – SATT* (Technology Transfer Acceleration Company). Besides Sorbonne Paris Cité, *Ile-de-France Innov* associates the Paris Est University PRES, Cergy University and also the *Institut National de la Santé et de la Recherche Médicale – INSERM* (National Institute of Health and Medical Research) and the *Centre National de la Recherche Scientifique – CNRS* (French National Centre for Scientific Research). Sorbonne Paris Cité will be the leading institution in setting up the Thematic Transfer Consortium, launched in collaboration with the *Alliance Athéna* of the CNRS in order to promote SHS research.

c) The SPC Idex project's operational governance will monitor the growth of the initial perimeter

The SPC Idex project's initial perimeter as defined above will incorporate research units and teams as well as researchers that will have reached the standards of excellence established by international juries in the "Investments for the future" programme.

This perimeter's expansion will result from the:

- incorporation of founding institutions' pre-existing research units and teams that are on an upward trajectory;
- appointment of researchers and research and teaching teams, either directly by the Sorbonne Paris Cité IDEX project's operational structure or by the founding institutions;
- creation of new entities by the SPC Idex project's operational structure designed specifically to integrate the future unified university. The projects that have been planned to date are described in section III.

The operational governance of the SPC Idex project, as described in part IV will have the means and leverage to drive its progress towards a research and pedagogical organization of international distinction.

One-third of the funding will come from the founding institutions, another third from SPC Idex project-status financing, and the final third will come from fundraising actions carried out by the SPC Idex project's operational structure and its components.

- 80% of SPC Idex project funds will be allocated to entities within the perimeter of excellence (on average over four years).
- 20% of SPC Idex project funds will be allocated to finance calls for projects open to all the components of Sorbonne Paris Cité's founding institutions (on average over four years). Calls for projects by the operational structure will give PRES research units and teams not initially part of the perimeter of excellence the opportunity to join it by demonstrating that they have achieved the required level.

The process described will lead to the creation of a new, unified university by 2016. This unified university will include the components of the SPC Idex project perimeter as well as the research teams and units that, though they have improved their research record, will not yet have reached a level of excellence that distinguishes them internationally. The university will have evolved in such a way that it will focus its efforts on its domains of undeniable excellence.

3. PROJECT AND PERSPECTIVES

3.1. Research

The creation of the future University of Sorbonne Paris Cité will begin as soon as the jury certifies the SPC Idex project project. In 2012, the SPC Idex project's operational structure will start implementing the research organization of the university, the creation of chairs and scholarships of excellence and the development of internal calls for projects intended to select the research units and teams that will join the initial perimeter of excellence.

a) The University of Sorbonne Paris Cité will be rapidly structured into large divisions, disciplinary departments and multidisciplinary institutes

The initial forces will be organised into four divisions representing major research areas, prefiguring the future University's research structure:

- Exact sciences and engineering sciences division
- Life and Health sciences division
- Humanities division: arts, literature and languages
- Social sciences and public policy division

Forming a cohesive collection of disciplines, these divisions are based upon those that exist at the University of Oxford and the University of Chicago. They will form the research and pedagogical backbone of Sorbonne Paris Cité.

It is at division level that several types of priorities will be defined: research, organisation of doctoral and PhD-level courses, and choice of useful technical and documentary equipment for each discipline. These priorities will be established in close collaboration with the French national research organisations (CNRS, INSERM, INRIA...) and the AP-HP. The divisions will clarify the future university's structure for international institutional partners, lending them greater visibility.

The departments: a hallmark of research excellence

The divisions will themselves be divided into departments, bringing together research units working on identical, similar or complementary fields.

Equipped with high-performance technological and bibliographical resources, the departments will be the researchers' and research professors' principal sites of activity. It is at this level that educational excellence will be fostered on a daily basis and that productive interactions and collaborations will be engineered. Grouping departments within divisions will ensure active cross-fertilisation within each vast research domain.

Through the creation of these departments, the students of Sorbonne Paris Cité will have a clearer picture of the educational offering and research activities developed.

Within the future structure, the departments will be the unifying structure for units present in several of the University of Sorbonne Paris Cité's eight founding institutions.

Some departments will derive from existing units or departments in the founding institutions, such as the economics department at Science Po and the health policy department (Paris Descartes University, Science Po, Ecole des hautes études en santé publique – EHESP [School for Higher Studies in Public Health]). Others will be created from the LabEx with strong discipline coherence. One such example is the “UnivEarthS” LabEx, which will become the University of Sorbonne Paris Cité department of Earth and universe sciences in the year following its creation.

Within four years, several departments from the first and second LabEx rounds and IHUs will be created (this list is not exhaustive):

- The Mathematics and IT department (LabEx SMP)
- The Materials science department (LabEx SEAM)
- The Immunology department (LabEx Immuno Onco, Inflammed and IPPEX)
- The Genetics department (IHU Imagine)
- The Hematology department (Saint-Louis IHU, LabEx GR-Ex)

The role of these departments is not, of course, limited to that of the LabEx. Rather, the LabEx should drive growth and encourage progress in research. For example, the “Arts and Culture Industries” department, initially linked to the “Industries culturelles et création artistique” LabEx (Cultural Industries and Artistic Creation), brings together six research units from three Sorbonne Paris Cité founding institutions, in association with the Ecole Nationale Supérieure des Arts Décoratifs. The cross-disciplinary nature of the Laboratories of Excellence pre-empts the expansion of the department to include cinema, the performing arts, the heritage industry, and, going even further, cultural economics, in relation to the digital industry – one of the central themes of SATT *Ile-de-France Innov.* The department will be the centre of a restructuring of professional and research masters' degrees in this field to include cultural mediation and cultural politics.

Multidisciplinary institutes: cross-disciplinary and complementary

While disciplinary excellence will be primarily fostered within the departments, the SPC Idex project's operational structure will allow researchers and research professors from different disciplines and divisions to work together within multidisciplinary institutes. They will thus be able to deal with subjects that span a wide range of fields and disciplines.

As cross-divisional structures, the institutes will function like clearing houses for projects. They will play a key role in encouraging inter-disciplinary exchanges between departments and synergies between exact sciences, the humanities and social sciences.

Considering the research forces that have already been grouped together, the University of Sorbonne Paris Cité will set up the “Institut des Politiques de la Terre” (Earth Policies Institute) and the “Institut des Energies de demain” (Future Energies Institute) as of 2012.

Within the next four years, multidisciplinary research will be developed through four additional institutes: the Institute of Identity studies; the Institute of Global studies; the Institute of Medicine; the Institute of Cognition, language and neurosciences

The Divisions

An example: the role of the humanities in the quest for scientific excellence

The role of the Humanities (arts, literature, languages) is to provide education that encourages free thought.

To this end, the HALL division will be one of the four pillars of the future University of Sorbonne Paris Cité.

Fundamental research in these disciplines will constitute one of the University's forces on the international research scene. Two illustrations of this point can be given: the analysis and promotion of French and international artistic and cultural heritage, and the way that the heritage economy has been profoundly altered by the arrival of digital technology and its impact on the cultural industries; the necessity of an extensive knowledge of languages, cultures and civilisations in order to know and understand a rapidly changing world through extremely diverse globalisation processes.

An example of the value-added offered by the unification of the University of Sorbonne Paris Cité in the field of biocomputing: the "Multiscale Biocomputing Network".

The Multiscale Biocomputing Network will make it possible to meet the challenges presented by the rapid development of large-scale DNA sequencing methods. It will benefit several projects in the perimeter of excellence, for which DNA sequencing is essential: oncology, cardiovascular diseases, rare diseases, epigenetics, inflammatory diseases, etc.

The challenge is to treat all sequencing data on a broad scale, compare it with the massive data banks that already exist (sequencing, molecular structure, phenotype and other data) and help to test and generate new physiopathological hypotheses likely to lead to innovative treatment strategies.

For this reason, the University of Sorbonne Paris Cité Multiscale Biocomputing Network has set the following objectives:

- Build an information centre and networks that interconnect with all available data, whether within or outside the University of Sorbonne Paris Cité teams
- Collect scientific intelligence in terms of software, material and the use of "open source" solutions, and create a consulting structure in these fields available to research teams.
- Provide orientation on the most appropriate biocomputing platforms for biologists, chemists and hospital practitioners involved in IDEX projects.
- Evaluate needs in terms of materials and human resources and suggest recruiting and equipment acquisitions that will meet these needs.
- Address the ethical aspects of biocomputing research.
- Provide training for students, postdoctoral students and researchers in the concepts and methods of modern biocomputing.

An example: Le Département des Sciences de la terre et de l'Univers (Earth and universe sciences)

The Department of Earth and universe sciences will derive from the UnivEarthS LabEx. It will combine the research, education and promotional efforts of:

- Institut de Physique du Globe de Paris – IPGP (Paris Institute for Physics of the Globe)
- Laboratoire Astro-particules et Cosmologie – APC (Astro-particles and Cosmology Laboratory). Supervisors: Université Paris Diderot, Centre national de la recherche scientifique – CNRS (French National Centre for Scientific Research), Commissariat à l'Énergie Atomique et aux Énergies Alternatives – CEA (Atomic Energy and Alternative Energies Commission), Observatoire de Paris (Paris Observatory)
- Laboratoire Astrophysique, Instrumentation et Modélisation (Astrophysics, instrumentation and modelling laboratory), AIM planetology team. Supervisors: Université Paris Diderot, CNRS, CEA

The department will set up fields of study at the frontiers of each discipline, such as the origin of galaxies, the formation of solar systems, the first rocks on the Earth's surface and the emergence of life.

In coordination with the Société d'accélération de transfert de technologies – SATT (Technology Transfer Acceleration Company), the promotion of research on spatial themes will be organised in partnership with the Office National d'Etudes et de Recherches Aérospatiales - ONERA (National Office for Aerospace Studies and Research).

This department will expand upon themes dealt with by the UnivEarthS LabEx so that, eventually, it groups together all Earth and universe sciences research conducted by Paris Diderot and the IPGP. This expansion will include moves to establish new partnerships within Sorbonne Paris Cité, in particularly close association with the Campus Spatial at Paris Diderot and through collaboration with external partners, for example with the BRGM and the oil industry on the subject of natural resources.

The department will maintain a strong link between education and research, also taking responsibility for structuring and practical organisation of all bachelor's, master's and doctoral degrees in Earth and universe sciences. Towards this goal, it will merge the teaching department of the IPGP and the Earth sciences UFR at Paris Diderot.

The multidisciplinary institutes : L'Institut des politiques de la Terre – IPT (Earth Policies Institute)

Despite the fact that environmental themes are now the subject of political debate, France has yet to found an institute capable of creating a new interdisciplinary academic field focused on "Earth policies". Building on an already considerable research potential for the processes of societal adaptation to natural risks as well as environmental and climate change, the University of Sorbonne Paris Cité has decided to create the Institut des Politiques de la Terre – IPT (Earth Policies Institute). Over the course of one year, an international study into the best multidisciplinary research centres working in the environmental field was conducted. The study demonstrated the need to create new multidisciplinary communities of researchers able to meet emerging needs in terms of research, education and expertise. As these communities do not currently exist in France, the Institute has chosen the form of a project clearing house, which will function as an incubator for Sorbonne Paris Cité researchers and research professors. The Earth Policies Institute will develop a truly unique programme hinging on the environmental humanities and their collaboration with the social, natural and physical sciences. The institute will host extremely high-level fundamental research, while also taking into consideration the new needs of research sponsors (governments, local authorities, businesses).

One example of a hosting institute: Institut de santé publique (public health institute)

In the framework of the “Public Health University Hospital - Paris-Hôtel-Dieu”, the Assistance publique – Hôpitaux de Paris – AP-HP (the public hospital system of Paris and its surrounding regions) will devote a portion of its Hôtel-Dieu building project to public health.

For developed countries confronted with a rise in the percentage of healthcare costs in their gross national product, it is urgently necessary to develop research in the field of public health. In France, current resources remain rare, dispersed, fragmented and primarily focused on epidemiology.

The excellence initiative undertaken by Sorbonne Paris Cité intends to respond to these challenges by organising a competition to set up large national and international public health research teams. The Institute will be a multidisciplinary academic site that will increase knowledge of major health issues: equal access to healthcare, data-based public decision-making, management of hospital and medicosocial structures, safety and health monitoring, cost-effectiveness in health, as well as ethics and health law.

b) Chairs of excellence to attract the best researchers and research professors, and scholarships of excellence to attract students involved in research

The University of Sorbonne Paris Cité will dedicate a portion of its SPC IDEX project budget to recruiting and appointing international researchers. The two priority profiles will be senior researchers of international renown, and junior scientists with high potential in emerging topics. The University of Sorbonne Paris Cité’s chairs of excellence will be fashioned after the European Research Council grant system. Beneficiaries will receive funding and the means required to conduct high-level research. The SPC IDEX project will also create 40 scholarships for promising students, fashioned after the Rhodes Scholarship model. The scholarships will cover the students’ housing and cost of living while they study at the University of Sorbonne Paris Cité. Half of these scholarships will be assigned to the best doctoral students in the Ph.D programmes. The remaining 20 scholarships will be for students conducting research at master’s degree level.

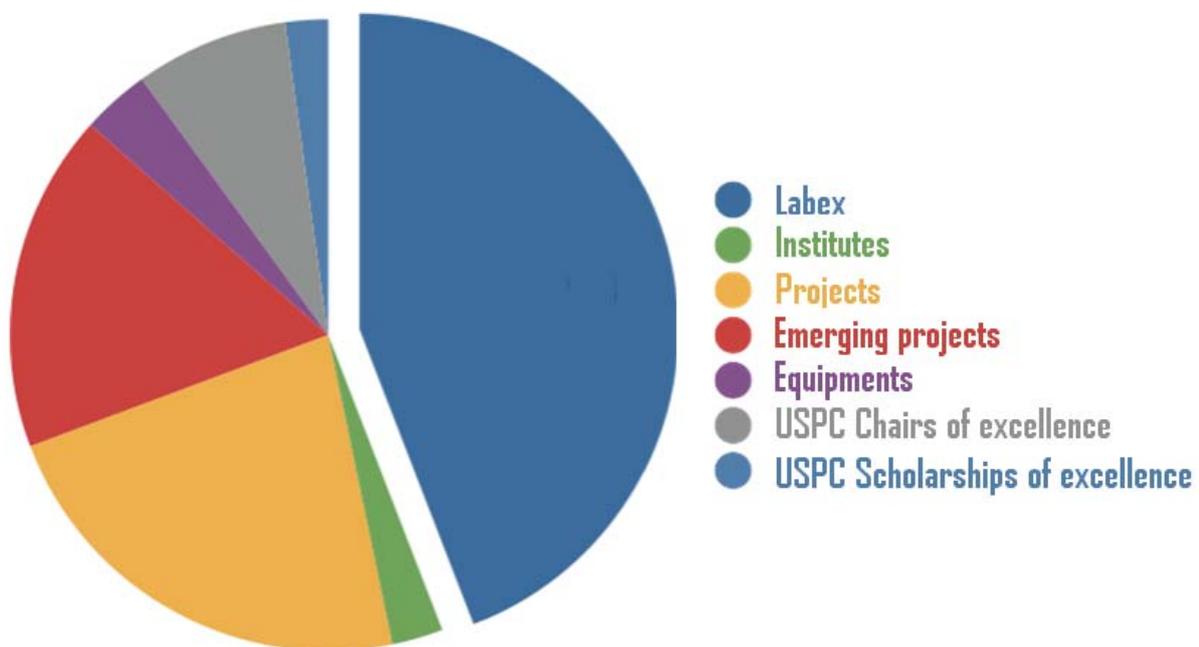
c) Sorbonne Paris Cité’s internal calls for tender

The research organisation described above highlights the common goal shared by the founding members of Sorbonne Paris Cité: promoting excellence by financing projects that are selected according to clearly defined and regularly assessed criteria. To do so, a portion of the SPC IDEX project’s financial resources will be allocated to teams via internal calls for tender. The long-term goal is for all the University of Sorbonne Paris Cité teams to receive A+ ranking by AERES (increasing the percentage from 28% in 2011 to 50% in 2016). The SPC IDEX project Steering Committee in conjunction with the Division and Institute Management Departments will define priority themes in advance. They will also draw on upstream recommendations made by the Academic Council. Projects will be selected by the General Academic Council.

The selection criteria include the following questions:

- Does the proposed research significantly advance knowledge?
- Does it meet an emerging scientific need or fill a gap in a specific field?
- Is the project original enough to provide real added value for Sorbonne Paris Cité in relation to national and international competition?
- Does it promote collaboration among the various SPC Idex project research teams, including between different scientific fields?
- Will it generate the scientific impetus to rival and also cooperate with other major teams of international renown?
- Will it create a sufficient critical mass of scientific research to lead to the creation of a department/institute within Sorbonne Paris Cité or to join a pre-existing one?
- Will the project involve an innovative, advanced training programme?

The research teams and units within the perimeter of excellence and with the best AERES rankings will be able to apply for new research projects or request funding for new equipment. The research teams and units outside of the perimeter of excellence will respond to a dedicated call for tender. The goal is to help these scientific teams pass from an A to A+ rank, allowing them to join the perimeter of excellence. The Academic Council will regularly evaluate validated projects in order to remain in line with objectives and budgets. Projects that have not reached their objectives at the time of these evaluations will have their funding and human resources deployed towards other projects.



IDEX allocation of research funding

3.2. Education

The founding institutions of the University of Sorbonne Paris Cité hope to produce high-quality research to attract the best students from around the world. Research will also be used to fuel all educational programmes. From bachelor's degrees to doctorates, this SPC Idex project will aim to engineer educational innovations.

a) The SPC Idex project will experiment with changes to the overall bachelor-level framework and will develop work/study programmes.

Foundation and joint courses and a streamlined offer

The first two years of the bachelor's degrees are the major weakness of the French university system. The number of students is often in excess of the universities' capacities to give them the required pedagogical support. Selection takes place over the course of students' BAs, but often this selection is overly influenced by the need to regulate the number of students admitted in the final years of study. The SPC Idex project would like to address the current weaknesses of the bachelor's degree system in France. To do so, the project will draw upon the current successes deployed within Sorbonne Paris Cité's institutions by means of calls for pedagogical projects:

- Promoting double-specialisation bachelor's degrees, such as those already created by Science Po and UPMC, or the Asia-Earth Sciences bachelor's degree created by Paris Diderot and IPGP
- Creating a founding course for first-year university students
- Developing links between different programmes, following the model created by Sciences Po and the orientation process designed to help students succeed

Since spring 2011, the vice presidents in charge of the teaching curricula at member establishments have started streamlining SPC's teaching offer. The SPC Idex project will ensure more coherence in the definition of Sorbonne Paris Cité's educational programmes.

It will promote the setting up of joint degrees between founding institutions. By 2016, the objective is to have established a single structure for the future unified university's educational programmes.

The creation of dual and triple degrees makes it possible to perform a de facto regulation of the students' standards as they enter the undergraduate level.

More generally, Sorbonne Paris Cité will try to persuade the French government to allow it to regulate the number of first-year students enlisting so that the influx of students matches its teaching capacity.

Developing work/study courses

Work/study courses enable certain students to find a professional path while continuing their studies. In order to develop work placements within undergraduate degrees, Sorbonne Paris Cité will capitalise on the successful example set by the founding institutions. Sorbonne Paris Cité will help undergraduates to:

- spend time in a workplace community,
- find housing during their work experience.

The saturated real estate market in the Paris metropolitan area impedes the development of work placement courses. To address this problem, the SPC Idex project intends to open an apprentice house with housing for 200 apprentices over the course of their studies and shorter periods. There are currently two possible locations for the apprentice house:

- The *caserne des Cosmonautes* at Saint-Denis, currently occupied by the army with plans to leave it soon, making 300 housing units available;
- A location in Porte de Vanves where Sorbonne Paris Cité is currently engaging in dialogue with Formasup, the City of Paris and the Lerichemont company for the construction of 100 housing units.

This project will be part of the “Investing in apprenticeships” Investments-for-the-future programme with a call for projects opened until 2014.

b) At master’s level, the SPC Idex project will contribute to a redefinition of the master’s degrees on offer, drawing upon the departments and two vocational collegiums

The Sorbonne Paris Cité institutions offer a considerable range of master’s degrees in nearly all areas of study. The master’s degree offer must be rethought to become more coherent and more cost-effective by eliminating duplicate programmes. Sorbonne Paris Cité’s institutions have already begun to converge. This process will become systematic in preparation for the members’ 2014 assessment exercise.

Between 2012 and 2016, the SPC Idex project will focus its efforts on two types of structuring initiatives.

The selected strategy will be supported by two structuring actions:

- Each LabEx project will develop one or more master’s programme(s) that will enrich the doctoral courses.
- Strong incentives will be put in place to encourage the development of international joint degrees.

Sorbonne Paris Cité has substantial experience in the following areas:

- Sciences Po has put in place 22 double-specialisation degrees, developed with universities in North America (Columbia University's School of International and Public Affairs, Georgetown Law School, etc.) and Asia (Fudan, Pékin, Keio).
- The master's degree in genetics provided by Paris Descartes and Paris Diderot, Università degli studi di Padova, di Milan-Bicocca, di Trieste.
- The master's in "Contemporary image practices: art, the public and cultural heritage" at Sorbonne Nouvelle and Université d'Udine.
- The master's in "Automatic approaches to language and documentary engineering for distance learning" at Université Paris 13 and Cracow University of Technology.
- In 2013, Sorbonne Paris Cité will launch a multidisciplinary master's degree in conjunction with the prestigious Institut national du sport et de l'éducation physique (National institute of sports and physical education).

The creation of two vocational collegiums in health and life studies and technological studies

The Sorbonne Paris Cité Medical Cité Medical

Sorbonne Paris Cité brings together three medical schools, two odontology schools and one pharmacology school. The decision has been made to merge the two odontology schools into a single entity; this will become effective in the near future. However, a single Sorbonne Paris Cité medical school is unlikely given its size (at least 25,000 students). In addition, to promote the advantages of having three medical schools within Sorbonne Paris Cité and taking into account the challenges of education and evolving career opportunities in this domain, the SPC Idex project is planning the creation of a Medical Collegium. The Medical Collegium will help the university to streamline a number of activities: class coordination, improving information on career opportunities, and mutual enrichment between entities. The Collegium will work towards greater coordination between medical Unité de Formation et de Recherche – UFR (Education and Research Units). It will help identify complementary activities, particularly in areas that are poorly represented in certain UFR (health law, healthcare related to work, health ethics, palliative care, etc.).

The Medical Collegium will address all subjects touching on education and its links to research. It will rethink and propose solutions in the following areas:

- Teaching medicine: streamlining medical programmes and hospital internships, evaluating teaching and teachers, post-graduate student exchanges,
- Teaching future healthcare professionals (students of maieutics, nursing, physiotherapy, ergotherapy, etc.): placing these students in the medical school framework and leading the way to graduate and post-graduate schooling,
- Deploying a network of common multidisciplinary teaching platforms: technical simulation on mannequins to practice current medical procedures, maieutics, odontology and nursing care, computer learning simulating clinical situations, currently in place at the Paris Descartes and Paris Diderot UFR and under development at the Paris 13 UFR,

- Deploying a mutualised teaching site, complementary to UFR medical sites with online courses, continuing education for general medical studies and specialisations, student forum, etc.,
- Joint funding requests for innovative pedagogical projects, including pedagogical research, docimology, teaching and teacher evaluations.

An example of an innovative educational practice implemented in the Sorbonne Paris Cité medical collegium

“iLUMENS” is a university medical education laboratory that uses multidisciplinary digital and simulation technology for initial medical training in specialised and professional development programmes. Its creation was initiated by the Université Paris Descartes medical school. The laboratory aims to meet the growing need for professional health training and contributes to improving the quality and safety of treatment by the teaching of new digital and simulation technologies. Abundant scientific literature clearly demonstrates the effectiveness of these innovative and structuring educational approaches that have already been broadly developed and organised in university hospitals in North America and Scandinavia.

- The association of single course choices currently running or yet to be established in order to offer joint courses (Medicine-Science, Medicine-Humanities, Medicine-Law, Medicine-Management ESSEC) will enlarge the reach of training in health professions. Multi-disciplinary universities and the founding institutions of Sorbonne Paris Cité open up real opportunities in this sphere.
- Finally, within the framework of the SPC Idex project, Sorbonne Paris Cité will exceptionally propose to supervision authorities a reorganisation of medical studies to respond to essential questions.
 - How do we properly orientate students knowing that only a minority will continue their studies in medicine?
 - How can we offer training that caters to the wide range of medical careers?

Careful reflection has started on the selection of students entering the field of medicine, particularly around direct access to PCEM2 (second year of the medical degree) from a bachelor’s and master’s in biology, or from other areas, particularly the humanities and social sciences, which are alternative entry points to PCEM2. So as to anticipate on the introduction of the Licence, Master, Doctorat – L-M-D (bachelor’s, master’s, PhD) system, links will be created that will enable students formerly enlisted in materials sciences, mathematics or social sciences and humanities degrees to integrate medical studies in the second or third year of their bachelor’s degree.

The reform will have considerable impact, as it will bring the French medical school system in line with other models. We will request that the higher education authorities allow us to conduct an experiment – on the basis of a unique arrangement and provided that the quota on student numbers is not exceeded – to allot a significant number of places to students from different disciplinary backgrounds, alongside the students entering the PCEM2 via the traditional competitive examination. We hope that this experiment will then be extended to the rest of France.

The training of future medical practitioners will be enriched through to the contribution of professors coming from non-medical disciplines, thereby helping these students gain knowledge in areas such as the economics of healthcare, medical law and ethics.

An office comprising the three Deans in charge of medical studies will run the Collegium. The Collegium will include a scientific council and a pedagogical council which will both be emanations from the three schools boards. The two councils will meet at least four times a year to submit their opinions and recommendations to the Collegium's steering committee.

The technology and engineering sciences collegium

The Technology and Engineering Sciences Collegium will bring together the five Instituts Universitaires de Technologie - IUTs (University Institute for Technology) and three schools of engineering sciences of the SPC Idex project . This currently represents 7,500 students and 18 specialisations. For the PRES IUTs only, there were 75,000 applications for 2,600 available first-year places in 2011. These courses of study offer students many career opportunities on the job market, facilitate social mobility, and foster equal opportunity. They draw upon very specific, innovative teaching methods, characterised by the diversity of the teaching staff and multidisciplinary.

Primarily concerned in the Collegium are the engineering courses, especially those with a focus on materials (SGM, R&T, MP, GIM and GMP departments in the IUT, as well as related curricula in the engineering schools) and IT/telecommunications (IT, R&T, SRC, STID, GEII departments in the IUT, as well as related curricula in the engineering schools). Of course, the benefits of this environment will extend to tertiary course programmes.

Because of their occupational nature, they provide a particularly appropriate context for the university to create ties and collaborate with businesses, combining vocational training, technological innovation and applied research. Finally, they draw upon sophisticated research with numerous teams involved in LabEx and the best AERES-ranked laboratories. The Technology and Engineering Sciences Collegium project has set itself the following objectives:

- Enrich the educational offer: offer educational tracks from entrance level to master or doctoral levels, favouring a multidisciplinary approach
- Make excellence available to all: open up access to IUTs for all secondary school graduates, particularly those that followed the vocational track, through efforts with secondary schools, reorganisation of the academic year, increased use of work placements, the cross-fertilization of disciplines, and the possibility of a year of preparatory study for higher education
- Create professional opportunities: focus on programmes and education based on the concerns of economic players, which will enable students to outline a veritable professional project, contribute to local development, and provide support for entrepreneurial networks
- Develop technological platforms: address the need for innovation by developing high-tech equipment that would also enrich coursework and benefit researchers; several projects are under discussion, being launched or seeking funding, particularly in the domains of services, eco-packaging, materials and energy, cloud computing and socio-medical engineering

Among the projects that bring together and associate different PRES disciplines and establishments, two are particularly well advanced.

- **Computer science cluster and Cloud Computing.**

The Cluster project aims to construct a high-performance calculation system for scientists practicing a wide range of disciplines (quantum chemistry, particle physics, astrophysics, cosmology, Earth sciences, bio-computer science, computer science, languages, etc.). This system will incorporate different architectures that can be optimised, based on specific researchers' needs. The user interface will resemble those available in major international centres to avoid having to reconstruct a high-level cluster experimentation procedure. In parallel, a Cloud project will take on the Cluster infrastructure (e.g., storage on a hard disk), but will expand upon it with devices used in public Clouds (tablets, smart phones or equivalent processors). To promote and innovate upon it, this platform will be opened to the industrial sector. It will provide its partners with a highly reconfigurable (using virtualisation techniques) technical platform for testing innovative architectures jointly with small and medium-sized businesses in the competitive cluster, particularly Cap Digital.

- **Innovative materials.**

Working directly with the SEAM LabEx, the two existing platforms in this area, and the two closest nanotechnology centres (Paris Centre and Paris Nord, of national repute), mutualisation and additional cutting-edge equipment will enable the creation of an exceptional set of materials transformation instruments, procedures characterisation, materials' structural or functional properties, and optical, optoelectronic or electronic devices. This network of platforms will help develop industrial partnerships, particularly in the realm of aeronautics, photonics, spintronics and energy. Moreover, it will represent a major advantage for the current European master's advanced materials and devices project.

c) New tools and means to drive a policy of excellence at doctoral level, thereby supporting and attracting the most promising students and diversifying the degrees on offer

As a world-class research university, Sorbonne Paris Cité seeks to leverage the doctoral programme to increase the impact of its research and develop its outreach capacity. To achieve its objectives in terms of educating doctors and starting off their careers, Sorbonne Paris Cité university will consolidate best practices within different disciplines and adapt its offer to the specificities of current research.

Doctoral education will be coordinated at division-level in Sorbonne Paris Cité.

To this end, the university will put in place four doctoral schools colleges drawing on the SPC Idex project divisions. The colleges will be responsible for the training of doctoral students linked with specific Ph.D programmes, ensuring access to the latest knowledge within their disciplines and to related disciplines. The cross-disciplinary nature of this

educational programme and the identification and sharing of best practices will be guaranteed by the intense collaboration of the doctoral schools.

The research divisions will allow the structuring of Sorbonne Paris Cité doctoral programmes. Such structuring will ensure the pooling of programmes with similar research and pedagogical practices. The doctoral colleges will monitor applications procedures, the duration of theses as well as PhD grants applications procedures, setting up precise best practices guidelines, especially when it comes to the employability of PhD students.

A number of scholarships will be made available to fund theses that address innovative, inter-disciplinary topics, increasing Sorbonne Paris Cité's appeal and promoting its cross-disciplinary activities.

The example of the “Frontiers of life” programme

In 2006, biologist François Taddei created an innovated doctoral school. The school had a fully inter-disciplinary approach, bringing together people with truly mixed backgrounds. With international recruitment and research units for mathematics, physics, chemistry, computer science, biology, the history and philosophy of science, engineering sciences and medicine, the doctoral school soon gained greater visibility. In four years, one of its teams of young researchers won MIT's international synthetic biology competition three times. Next came the creation of a “cross-disciplinary approach to life” master's programme and a “frontiers of life” bachelor's programme. With the support of the Bettencourt-Schueller Foundation, which has backed the project since its inception, they are planning to create a research and education centre in Paris to enhance this remarkable endeavour.

SPC Idex project initiatives for doctoral students: structuring the doctoral programme offer and increasing its appeal

SPC's doctoral offer will be primarily structured around the Ph.D programmes. These programmes will be run by one or more of the doctoral schools, which will ensure the quality of the programmes and offer lab research experience for students. These programmes will include high-level disciplinary courses by top researchers, many of whom are international researchers. The courses will be balanced by inter-disciplinary coursework at the different doctoral schools, ensuring that students acquire cross-disciplinary skills that help them integrate the job market (languages, knowledge of the business world, etc.).

Among the doctoral students, and/or among the thesis subjects offered in the doctoral schools for the PhD programmes, certain student/subject profiles deemed particularly strategic or appealing for SPC will benefit from additional funding.

For this group, 80 excellence contracts will be issued within the SPC Idex project (approximately 20% of the Sorbonne Paris Cité doctoral contracts). These contracts will also include:

- 64 hours of teaching time per year over three years, in the form of 48 hours teaching to students and 16 hours either tutoring or contributing to the Centre of

Expertise's activities, or other forms of research related activities (review editing, involvement with the SATT, etc.);

- a €3.5 thousand mobility scholarship to co-finance a stay of at least three months at a foreign laboratory during the thesis period.

Sponsors will contribute to this system through actions with international impact:

- financing jointly supervised theses in prestigious universities with prohibitive tuition fees;
- providing professional experience in a foreign company following a doctoral thesis;
- incorporating and welcoming high-level foreign students into a research-intensive environment.

In line with the policies of SPC Idex project offices or campuses abroad, 20 doctoral students will be selected from our partner universities for a €20 thousand scholarship to join PhD programmes that associate LabEx projects and Institutes. This will be part of Sorbonne Paris Cité's Scholarships of International Excellence system (modelled on the Rhodes Scholarship).

An example of capitalising on best practices from SPC Idex project founding establishments: the Doctoral Training Centre for Professional Insertion

Created in 2010, the CFDIP organises 4,000 days of training per year, or five days per student with a doctoral contract. The objective is to supplement doctoral students' disciplinary training with inter-disciplinary training, thereby facilitating their integration into the job market, whether in or outside the academic sphere. A broad array of training sessions is available, covering communications, mediation, technology transfer, languages, computer sciences, pedagogy and human resources.

d) An experiment: "Oxford-style" Colleges, bringing together three education levels and scientific research

The SPC Idex project proposes the creation of "Colleges" following the Oxford model. This would be the first project of its kind in France. As at Oxford, these Colleges will combine the three levels of higher education with scientific research. This is an experimental pilot project that would be reproduced on other campuses of the future unified university. The first of these Colleges will be located at the Paris 13 campus in Saint-Denis. The second college will be in the current Hôtel de l'Artillerie buildings in the 7th arrondissement in Paris.

Each college will have an objective of about 1,600 students, from bachelor's to doctoral level (720 bachelor's students, 600 master's students and 240 doctoral students). At bachelor's level, the first two years will be a broad-based learning experience, allowing students to discover a wide array of disciplines (sciences, humanities, technology, arts, languages and civilisations). Their choice of specialisation will take place little by little, and only once they have concrete knowledge of the discipline they choose. In addition to classroom learning, artistic and athletic activities will be part of their coursework. The

third year will take place abroad in one of the eight founding institutions' partner universities.

At master's level, the College will include new disciplines, prioritising those that involve a maximum number of founding institutions and those related to the laboratories of excellence. At doctoral level, priority will be given to doctoral students financed through the initiative of excellence. They will either join the departments or take advantage of the college's services (library, tutoring, doctoral student network).

Moreover, just as in an Oxford-style College, housing will be provided for invited professors and approximately 300 students. Priority for this housing will go to 150 international students studying at Sorbonne Paris Cité and to 100 students with scholarships.

Each founding institution will establish the student selection process, basing it on academic achievements. The student body will be very diverse in terms of educational, social and geographic backgrounds. In the second and third year of the bachelor's degree, approximately 5% of the available spots can be reserved for the best students from the "preparatory classes" to the competitive-entrance Grandes Ecoles.

Upon their creation, the student body at the Sorbonne Paris Cité Colleges will comprise at least 10% foreign students, half of which will be non-European. After four years, this proportion will grow to 25% and after 10 years, the objective will be 50%. Moreover, the third year of study will take place outside France, at either a partner university campus, or as an internship in a research laboratory, business or government administration.

Summer schools will also be organised within the Sorbonne Paris Cité College, in line with our life-long learning policy.

e) Developing innovative teaching projects

Teaching centred on innovation: the "Sorbonne Access" project

The "Sorbonne Access" project will create a virtual research centre dedicated to digital teaching and learning. The project was established in response to a call for tenders by ISI OSEO (up to €9M), and the Sorbonne Paris Cité and Exalead consortium.

Example subject areas

- Adapted teaching: digital technology should enable better access to knowledge and teaching methods that can be customised to each student's personal profile.
- Professional opportunities: educating students to make them digitally savvy in their disciplines or for certain methodologies, putting digital technology at their service for life-long learning.
- Equal access to education: the goal is to close cultural and social gaps by expanding access to knowledge beyond traditional education methods and vehicles.

- Remote education: offer French-language educational platforms to foreign students (DELF and DALF) and career opportunities to employees. The objective is also to offer students more flexibility, allowing them to follow some courses in the classroom and others remotely.

Advancing innovation in teaching through new calls for projects

As of 2011, Sorbonne Paris Cité launched a call for projects on emerging teaching methods (with funding of up to €600 thousand) to increase collaboration between research professors at member establishments. The objective is to attract innovative, imaginative projects that address the following stakes: international appeal, equal access to education and career-orientated education.

Below are a few examples of projects selected following the 2011 call for projects:

- The “integrated preparatory programme system” project aims to create an integrated preparatory programme to facilitate access to civil service careers. It will do so for a population that would not have had access to the civil service exams and associated preparatory programmes for social, familial or economic reasons.
- The “teaching French” project aims to expand the teaching of French as a foreign language in order to make knowledge, know-how and professional networks more accessible to populations that need to improve their French language and writing skills.
- The “Economics and Management” project aims to make teaching and scientific aids accessible to economics and management research professors, as well as students and the public interested in economics and management issues through a website modelled on that of MIT.

3.3. Promotion and socio-economic partnerships

a) Idex Sorbonne Paris Cité will intensify its interactions with the socio-economic sector and business

The Ile-de-France universities are renowned as much for the quality of their scientific research as for their educational programmes. However, they are often considered to be behind in terms of associating businesses to their projects. This can range from building relationships with recruiters to creating career opportunities for young graduates and cooperation between public and private research efforts. In order to compensate for this handicap, the SPC Idex project will focus a portion of its efforts on intensifying the connection between the university world and the economic world. These initiatives will be driven by the Ile-de-France Innov Société d'accélération du transfert de technologies – SATT (Technology Transfer Acceleration Company), one of the few SATT projects to have been selected by the CGI-jury.

A common interest for businesses and Sorbonne Paris Cité: training recent graduates and getting them recruited

Educational quality and job market eligibility for youth is the key to economic prosperity and social solidarity in all countries around the world. France is no exception: at all education levels and for all kinds of careers, there is a contradiction between the businesses' needs for qualified employees and chronic under-employment among the young, who are the number one victims of economic crises.

A tight association between universities and businesses is the key to addressing these issues. With the diversity of their student bodies, the University of Paris 13 and Sciences Po serve as examples.

Universities and companies have different missions. Universities have a monopoly over education, while businesses create employment, recruiting qualified candidates. This difference does not preclude common interests. Intellectual rigour, work capacity, curiosity, dedication and mobility are qualities sought by both universities and businesses. Since the 2007 law prompted by student union demands, facilitating entry into the job market has become one of the official missions of universities. Furthermore, businesses have an economic incentive to incorporate well-educated young graduates into the job market.

For a long time, private higher education schools in France have understood the importance of building bonds with businesses and alumni. This helps them guarantee internships and first jobs to their students, while benefitting from the tax d'apprentissage (apprenticeship tax) those businesses pay. Universities have long been criticised for their inability to prepare young people for the job market. This is not entirely accurate: universities typically prepare students best for careers in healthcare, law and teaching. And over the past 30 years, the following fields of study and associated educational institutions have been developed with great success: Instituts Universitaires

de Technologie – IUT (University Institutes for Technology), engineering schools incorporated into universities that produce half of all engineering graduates each year, and Instituts d'Administration des Entreprises – IAE (University Institutes for Management).

However, *bureaux de placement* (career offices) at universities are not as developed as those in many private higher education schools. Strengthened by the experience of Paris 13 and Sciences Po in this domain as well as by mutualisation through the PRES framework, Sorbonne Paris Cité will make the creation of stronger ties between recruiters and young graduates a number one priority.

This will benefit students and businesses, as well as Sorbonne Paris Cité funding. The apprenticeship tax already represents €1 million in annual financial resources for Paris 13 and €3 million for Sciences Po. As of 2013, Sorbonne Paris Cité hopes to generate €4 million in supplementary apprenticeship taxes by expanding the number of apprenticeship programmes, creating a CFA specific to Sorbonne Paris Cité, establishing a single interface for businesses, and diversifying the qualification levels of future graduates.

Higher education and research institutions can also address employers' need to train employees continuously throughout their careers

In all job markets throughout the world, there is constant interaction between work and training, at all levels of responsibility. This is due to the acceleration of technological progress, the development of scientific knowledge, rapidly evolving consumer trends and shifts in value-creating regions of the world.

Executive education is already in high demand by businesses and public administrations. In the United States, major universities have developed high-level continuing education programmes enriched by the latest research developments. These programmes have been imitated throughout the world.

In France, this kind of training offer has been developed for the most part by businesses and private higher education schools. Due to a lack of means and sometimes ambition, universities have not realised their potential in the realm of executive education, where their research activities would give them a clear competitive advantage.

Sorbonne Paris Cité will develop an ambitious executive education offer. The objectives will be to maintain and increase the working population's 'employability' and help businesses leverage the latest research and technological applications, enabling them to become more competitive internationally and increase their revenues. Following the example of Science Po and the Sorbonne Nouvelle's department for digital teaching and learning, Sorbonne Paris Cité will develop distance learning and continuing education jointly with the LabEx, departments and scientific institutions. Sorbonne Paris Cité can count on a turnover of €10 million by 2013 with a net profit of 10%. This activity will grow by at least 20% per year until 2016.

The professional development training offer will be diversified and include degree-awarding curricula, targeted and brief seminar-training sessions and technology education classes (e.g., in the fields of treatment practices and management). Odontology alone is a very large source of professional development activity – a potential that remains unrealised as it requires investment. A common SPC professional development

section will be organised in the first year of the SPC Idex project's existence. It will include a prospecting office, responsible for evaluating the needs of the economic and social world, and operational units for the four divisions. Based on the office's studies, the units will set biennial goals whose completion will be measured by SPC Idex project management.

Research: at the crossroads of university activities and economic development

Three specificities of its research system put France at a disadvantage, that is to say the lack of synergy between research organisations and universities, low levels of collaboration between public and private research, and the lack of incentive for student entrepreneurship, unlike what can be found in the USA and the UK. Sorbonne Paris Cité will address these weaknesses.

Synergy with research organisations is already quite high and will increase even more: joint committees meeting at least once a year discuss the research agenda of all the units concerned.

By 2014, all units will have established delegated management procedures, which will make life easier for researchers and increase the level of performance of laboratories responding to European calls for projects, or carrying out research meeting the specific needs of industrial partners.

Based on the French CIFRE system (the financing and monitoring of doctoral research through a mixed industrial public contract), some of the scholarships intended for young researchers will be reserved for postdoctoral projects developed in partnership with companies, and will be co-financed. The Doctoral Training Center for Professional Insertion (French acronym: CFDIP), which is already in charge of doctoral students, has already developed a programme aiming to enhance work placement opportunities in the corporate sector, which stands among its top priorities. Numerous visits by engineers and managers from the corporate world help to foster ties with doctoral students, in addition to doctoral meetings. The financing provided to the CFDIP by the SPC Idex project will make it possible to increase best practices and create an agency for connecting doctoral students with companies.

The Sorbonne Paris Cité founding institutions have already established strong partnerships with corporate firms, geared to respond to their varying needs. Here are a few examples of businesses that have strongly invested in collaborative research:

- AXA is involved in 13 projects totaling up to €2.5 million, including the chair held by biologist François Taddei;
- EADS;
- Thales and the 3-5 Alcatel Thales lab, whose total investment amounts to €3.5 million;
- Sanofi-Aventis is the first private partner of the Institut Hospitalo-Universitaire Imagine – IHU (Hospital-University Institute Imagine), also involved in imaging techniques and hematology;
- L'Oréal currently has eight contracts running in chemistry, biology, pharmacology, the humanities and social sciences (body images);
- Aldébaran, one of the world leaders in humanoid robotics;

- Dassault Systèmes, our partner in the Sorbonne Access and iLUMENS projects, centred around information and communications technologies in education.

In addition, the founding institutions of the SPC IDEX project are strongly involved in some competitive clusters. Paris Descartes University has a seat at the Conseil d'administration (Board of Directors) of Medicen, while Paris 13 has one at Cap Digital.

Some of the SPC IDEX project actions that corporate firms will allocate funds to, and which might thus bear their names, include: new university chairs, technical equipment, the construction or refurbishment of a building, scholarships, aid for housing, computer equipment, and international student-mobility programmes.

By 2014, the founding institutions sitting on the Board of Directors will speak in the name of the Sorbonne Paris Cité SPC IDEX project. In addition, at least four joint action plans will be negotiated with Advancity, ASTech, Cap Digital and Medicen. Some of the actions will be specifically targeted at vocational training, the development of technological platforms, partnership research and research valorisation.

The Institut Tarnier, a leading partner for institutional and industrial actors

The Institut Tarnier will combine imaging and bio-engineering in the field of biomedical research.

It will ensure a continuous research process, from the preclinical phase to the clinical use of new concepts, in order to maintain a strong link between fundamental discoveries and their technological applications. A dozen top-level teams, all partners of innovative companies, will take part in planning the institute. The institute will house about 150 FTE (Full-Time Equivalent) personnel, 10% of whom will have administrative and support functions, while 50% will be contractual staff (doctoral students and fellows), in mixed public and private teams. The financing plan will call for operations to be handled by industrial partners (currently Sanofi-Aventis, Guerbet, Mauna Kéa, Philips).

In exchange for their support, the SPC IDEX project will offer its business partners professional training programmes adapted to their business needs. The SPC IDEX project will put in place services dedicated to gaining professional experience (internships and first employment) to which businesses can communicate their recruitment needs. Business partners will also be asked to be involved in teaching. They will also be the first to be associated to SPC IDEX project fundamental and applied research activities. The business partners club will have privileged access to SPC IDEX project researchers and professors to leverage their expertise in carrying out operations.

In recognition of their contribution towards Sorbonne Paris Cité's success, businesses will occupy three out of the 16 SPC IDEX project Board of Directors seats and three out of seven seats on the Audit Committee.

b) From its creation, the SPC Idex project will draw upon the Ile-de-France Innov Société d'accélération du transfert de technologies – SATT (Technology Transfer Acceleration Company)

Today	<ul style="list-style-type: none"> - Over 200 research partnership contracts signed, worth €25M - 70 declarations of intent per year - 40 patents obtained per year - €3M in patent revenues per year
In four years	<ul style="list-style-type: none"> - €35M in research partnership contracts - 150 declarations of intent
In 10 years	<ul style="list-style-type: none"> - €50M in research partnership contracts - 450 declarations of intent - 200 new patents obtained per year - €10M in patent revenues and €3.5M in rights revenues per year - €3.5M in annual revenues from sale of interests in start-ups

The SATT *Ile-de-France Innov*, of which Sorbonne Paris Cité will be the principal shareholder, will pursue three main objectives, i.e., valorize the most promising inventions, support their development, and analyse and promote their commercial potential, either through transfer to existing economic players or by creating new companies.

The SATT will bring together five shareholders (Sorbonne Paris Cité, l'Université Paris-Est and l'Université de Cergy, as well as CNRS and Inserm) and five strategic partners: Assistance Publique-Hôpitaux de Paris (Public Assistance – Paris Hospitals), Institut Curie, Institut Pasteur, IPSL and Essec. Priority fields of action have been defined in accordance with the LabEx of the SATT Ile-de-France Innov perimeter. They include health (in particular genomics, medical imaging, infectious diseases, etc.), environment (from chemistry and materials to urbanism), cultural industries and cultural heritage, and digital educational engineering, including language learning or textbook publishing.

It is estimated that about 20% of the projects supported by SATT could lead to the creation of a company.

To give these companies the best chances of success, the Paris Biotech Santé “incubator”, established seven years ago by the Université Paris Descartes with Inserm, Essec, and the Ecole Centrale de Paris, will be a particularly useful tool. It has already contributed to the creation of 45 companies and 400 jobs, while 22 other projects are currently in their early stages. Sorbonne Paris Cité has “incubators” on each of its three campuses: Paris Biotech Santé and the Sciences Po incubator, Biopark on the Paris Rive Gauche campus in close collaboration with Paris Diderot, and the Maison des Initiatives et l'Emploi (MIE – House of Initiatives for Employment) in Seine Saint-Denis.

Sorbonne Paris Cité has already started negotiations with the city of Paris for the management of a start-up company “incubator” currently under construction in the Paris Rive Gauche (Left Bank) area, which is already home to Paris Diderot, INALCO and IPGP. It will be managed directly by the SATT Ile-de-France Innov. The City of Paris is also building the “Meary” incubator in Saint-Louis hospital, at the heart of our promising hematology IHU. Lastly, Sorbonne Paris Cité intends to encourage the entrepreneurial

spirit of its students. This will be developed through the creation of an ad hoc branch at Sciences Po. The master’s degree will lead to a year in a specialised business “incubator”. Other initiatives also demonstrate this drive, such as the CréaJ competition and the Paris Biotech Santé and SATT partnership with ESSEC.

The PRES is also strongly involved in the creation of a Pôle Etudiant Entrepreneur CréaJ-Ile-de-France (CréaJ Student Entrepreneur Centre – Ile-de-France). Besides some of the PRES academic entities (Paris 13, Paris 5, Advancia, Esiee, etc.), it will involve economic and non-profit organisations (ANRT, Association Bernard Grégory, CCIP, CMA 93, France Initiative, Jeunesse et Entreprises, ANGC) that will support the system. The project will develop an entrepreneurial culture by building awareness, training and support. The objective is to secure the involvement of 6,000 students by 2014.



3.4. Campus life: the future unified university is to create several campuses to ensure student success

- a) The SPC Idex project will provide students with the best possible living conditions, the development of student-housing schemes, and increased participation of students' associations*

Improving student housing

The main obstacle to creating true campuses in the Paris region is the scarcity and price of housing. This is why the SPC Idex project will make the creation of student housing a major pillar of its policy. The Sorbonne Paris Cité College pilot project presented above will work in this direction. In its first phase, several hundred high-potential students will have the opportunity to use this system. In the end, the prospect will expand to the entire SPC Idex project through partnerships with the city of Paris, the regional council and the Centre Régional des Œuvres Universitaires et Scolaires – CROUS (Regional Centre for University and Academic Work). Real estate management is quite obviously one prerequisite for this. This is the case for the Sorbonne Paris Cité College project, and also for the Villetaneuse and Bobigny campuses. Thanks to the construction programmes already under way in Villetaneuse (1,500 accommodation units) and Bobigny (300 accommodation units), 2,500 student accommodation units have been scheduled to be made available within the Sorbonne Paris Cité campus. Regarding off-campus student housing, the goal is to secure 800 to 1,000 allotment rights for student housing (outside of the College) and 50 to 100 for academics within four years. In 10 years, the goal is to double this amount. This student-housing scheme will provide the basis for the international summer schools that will be organised by Sorbonne Paris Cité. In addition, another 200 accommodation units will be made available to vocational students and students benefiting from part-time training contracts.

Sorbonne Paris Cité will contribute to local cultural life

All of Sorbonne Paris Cité founding institutions and, consequently, the unified university bearing that name are located in the historical centre of Paris and surrounding areas. They represent thriving cultural hubs that interact with various populations, and are more than aware of the positive effects exposure to the artistic creativity of graduates can generate. For this reason, Sorbonne Paris Cité is already involved in organising major cultural events (exhibitions, theatre, music). This coordinated and amplified policy will become one of Sorbonne Paris Cité's main assets.

The SPC Idex project has defined an ambitious policy of cultural programming. It offers the unification of existing ticket-selling services (e.g., Université Sorbonne Nouvelle, Université Paris Diderot) and services with privileged ties to cultural establishments (e.g., Université Paris 13) in order to provide special deals to all SPC Idex project students and staff. A common cultural programme is scheduled for the beginning of the 2012 academic year, through a policy of negotiated preferential pricing and the development of other forms of cooperation (master classes, meetings with artists, site visits, etc.). This cultural offer will eventually be available on a dedicated website. Finally, Sorbonne Paris Cité has secured the agreement of its owner, the Paris CROUS, to turn the “abbey centre” into the central home for student art in the capital. Located at the

heart of historical and artistic Paris in the Saint-Germain-des-Prés area, this centre will be able to accommodate companies and student workshops registered with the Sorbonne Paris Cité founding establishments, thus encouraging intercampus exchanges.

b) Fostering a sense of belonging within the new unified university

Fostering a sense of belonging to Sorbonne Paris Cité

The SPC Idex project intends to launch a campus radio station and a television channel at the beginning of 2012. The purpose of these two outlets is to create a shared sense of identity by providing resources to the whole community of its students. Sorbonne Paris Cité has already developed a film and video production studio with state-of-the-art equipment for producing scientific documentaries. As regards sporting activities, an inter-establishment competition will be organised each year, so that the winning teams in each sport will in turn represent Sorbonne Paris Cité in inter-university tournaments. Symbolic events that promote unity and a powerful sense belonging will also be encouraged, such as the organisation of common ceremonies (e.g. doctoral graduation ceremonies).

Eventually, Sorbonne Paris Cité University will set up and administrate an alumni network. An alumni directory will then be created to facilitate access to a large job search, employment and careers database. The creation of an alumni association, as well as an alumni newsletter, will foster communication efforts and network coordination. Finally, a sponsorship system between alumni and current students will be developed.

Community service

Sorbonne Paris Cité seeks to promote students' involvement in their community. To this end, the SPC Idex project will request administrative authorisation from the Agence du Service Civique – ASC (Community Service Agency) in order to offer students clearly defined volunteer projects, nationwide or worldwide.

This system draws its inspiration from the joint initiative launched in 2006 by the city of Paris and Sciences Po. The goal is to visit high schools in underprivileged areas of Ile-de-France and present university opportunities in order to encourage students in their last year to attend university.

Students' associations

Support to students' associations will be monitored through channeling 25% of the resources of the Fonds de solidarité et de développement des initiatives étudiantes - FSDIE (Student Initiative Development and Solidarity Fund) towards major associations, in an attempt to avoid the scattering of funds. To that effect, strategic financial partnerships will be signed on a multi-annual basis with several recognised student organisations.

SPC Idex project Sorbonne Paris Cité will also offer students "training academies for associative project management". This project will initially involve about 200 students and will eventually be expanded. Involvement in associations will undergo a review, with particular emphasis placed on experience gained through participation in such associations. The aim is to further encourage student involvement.

3.5. The SPC IDEX project lays the foundations of an ambitious international development strategy for the future unified university

The SPC IDEX project plans to implement an active international development strategy that pursues a threefold goal: increasing cross-border collaboration between researchers, creating Sorbonne Paris Cité satellites abroad and encouraging international mobility for high-level students.

a) The SPC IDEX project facilitates the circulation of knowledge, methods and researchers through the creation of six Sorbonne Paris embassies

Sorbonne Paris Cité will open six satellites embassies abroad - in China, India, South Korea, the USA, Brazil and Argentina.

In China, the USA, Brazil, South Korea and Argentina, partnerships will be created with major university institutions that will host Sorbonne Paris Cité offices. The mission of these branches will be to set up joint master's degrees, and doctoral and mobility programmes for the most advanced researchers.

In India, an embassy based on the scientific hub model will be opened. It will develop a tight network of projects financed by the SPC IDEX project framework and Indian university establishments, which often have a highly targeted academic scope.

In Europe, partnerships already established with Berlin universities, especially in the medical field, will be expanded.

b) The SPC IDEX project will attract international researchers by creating international chairs of excellence and developing research programmes in connection with European programmes

Multi-year programmes to attract foreign researchers

Chairs will be designed in close connection with the SPC IDEX embassies in China, India, Brazil, in South Korea, in Argentina and the USA.

- LabEx international chairs of excellence: these will target researchers likely to develop highly innovative research programmes. They will be designed in line with French research organisations and the European Marie Curie system.
- International chairs of excellence within the SPC IDEX project College: 18 invited professorship chairs will be financed for four years and hosted by the Sorbonne Paris Cité College. They will be jointly financed by funds from SPC IDEX project and through public-private partnerships.

Research programmes connected to European programmes

Sorbonne Paris Cité is already involved in 37 ERC scholarships – a sign of its strength within the European Research Area.

Efforts undertaken on an international level within the perimeter of excellence framework will respond in particular to issues defined by the European Union in the “Europe 2020: a strategy for intelligent, sustainable and inclusive growth” agenda. The LabEx and multi-disciplinary institutes at the heart of our project already touch on many of the themes listed in this document, such as climate change, sustainable energy, the economics of risk and the fast-developing knowledge economies.

The state-of-the-art equipment and infrastructure afforded by the SPC Idex project are also in line with the 2010 Roadmap for the European Strategy Report on Research Infrastructures, notably in the fields of life sciences and environmental sciences.

c) The SPC Idex project increases mobility for high-level students

Mobility programmes for master’s and doctoral students are essential for providing research that is in line with the globalised economy. For this reason, the third year of study at the Sorbonne Paris Cité College will take place abroad. International master’s programmes will be created, which will supplement Erasmus Mundus Master’s programmes. International doctoral and post-doctoral programmes (barring those developed by the Laboratories of Excellence) will also be established. In order to attract the most promising foreign students, the SPC Idex project will take inspiration from the Rhodes Scholarship model and finance 40 scholarships for doctoral students enrolled in these doctoral and Master’s programmes.

These scholarships will help to finance tuition fees and will include a monthly allowance of €1,000 given directly to the scholarship recipients. The selection of master’s and doctoral students will be based on criteria of academic excellence.

Finally, housing conditions for foreign students and researchers will be optimised. A single registration and information office dedicated to administrative procedures will be set up. The office will collaborate closely with the relevant national departments and agencies, especially with those in charge of student housing. Sorbonne Paris Cité will also create an international house for foreign researchers. It will be located within the Institut National des Langues et Civilisations Orientales (National Institute for Oriental Languages and Civilisations) premises on rue de Lille in Paris, as the space will have been vacated by 2017.

3.6. Disseminating knowledge and fuelling public debate

All projects set up by the SPC Idex project are part of a well-defined agenda aiming at keeping research in touch with society and the outside world. This policy will contribute to establishing the Sorbonne Paris Cité “brand”.

a) The SPC Idex project favours access to abundant and reliable documentation resources through French university libraries with collections of national and international distinction

The powerful network of resources for scientific information established by Sorbonne Paris Cité already gives it the ability to cover the entire chain of knowledge, from production to publication. Sorbonne Paris Cité brings together multidisciplinary research centres and doctoral schools, such as a centre specialised in the production and distribution of social sciences data – the Centre de données socio-politiques (Socio-political Data Centre), a laboratory focused on the use of new information, communications and data production technologies (the Sciences Po media lab); e-classes (lectures available for online viewing, supplemented by class materials and related documents – websites, PDF files, online videos, etc.), reference libraries, an institutional repository for scientific production (the “open archive”, SPIRE), several publishing houses and a bookstore.

Using the depth of our documentary platforms to develop libraries with an international scope

The interuniversity libraries and documentation services of the Sorbonne Paris Cité founding institutions offer a broad range of cultural heritage, including artworks, manuscripts, incunables, prints, photographs, engravings and films – a wealth of documents covering all fields of knowledge. More than five million documents - ranging from images of the Earth’s core to texts about the birth of civilisations, including their cultural expression through art, philosophy, religion, literature, geographic environment and political, scientific and economic history, are there for all to see and touch, enabling any citizen of the global village to understand the origin of current knowledge in order to prepare their future with greater insight. Since they are aware of the immense treasures they keep in store and are committed in varying degrees to the digitisation of that cultural heritage, the Sorbonne Paris Cité libraries have evinced a desire to share a common platform for making their digital contents available. This highly user-friendly platform will provide easy navigation from one collection type to another, and will manage the conservation, indexing, circulation and viewing of various digital documents. Geared toward increasing the pooling of resources, this new tool will integrate other libraries, especially those in Paris and Ile-de-France. This kind of platform is completely new in the university world and will contribute to the development of international systems like Europeana. From a more general perspective, the project aims to offer students and research professors an even better-quality service. A single library card for all Sorbonne Paris Cité students will be created in order to simplify access to the general learning sites that libraries must embody. For example, the “Sainte-Barbe Learning Centre” project,

supported by the Ile-de-France Regional Council, and a sponsorship programme designed for the creation of a bookstore and internet café, will offer students and researchers a privileged location in the heart of Paris in order to promote a social approach to knowledge acquisition. This aim will rely on the development of a partnership with the Bibliothèque Nationale de France, located on the Seine Rive Gauche campus.

The media lab

Inaugurated in March 2009, the Sciences Po media lab is a digital resource laboratory containing all the new communications and data production tools that help to build new information and communications technologies. Its aim is to build bridges between digital technologies, research and teaching, thus contributing to a profound transformation of social science research, both in terms of working methods and the way objects are treated.

It also constitutes a permanently available technical service, accessible upon request by researchers, teachers and doctoral students, who may use it for their experimental work and to learn new tools or data.

Open archive: SPIRE

In the spirit of Open Access, the SPIRE open archive (developed by Sciences Po) makes complete scientific publications available to all at no charge, while also respecting copyright laws. SPIRE contains articles taken from academic and non-academic reviews, books, and research and conference summaries, etc. These documents can be submitted to SPIRE jointly by researchers, research centre administration members and the library. Sorbonne Paris Cité will expand this open archives system to all partner establishments.

b) Sorbonne Paris Cité fuels public debate through an expertise centre

The project of creating the Sorbonne Paris Cité Expertise Centre stems from the realisation that contacts between public authorities, society and the academic world are sorely lacking. Sorbonne Paris Cité's exceptionally broad array of fields of scientific excellence, along with its teams' involvement in multidisciplinary work and their interest in the major issues facing society, have naturally led to the creation of the university's Expertise Centre. The Expertise Centre will serve as a platform for dialogue between public demand (coming from the general public and economic decision-makers) and SPC IDEX project science teams. The Centre's dual goal will be to contribute to public debate through publications, conferences and events, as well as to respond to specific requests made by companies and administrations seeking briefs, reports, seminars or professional development programmes. These requests will be analysed by the Centre's strategic cell or come directly expressed from the partners (e.g., the SATT).

The Centre will comprise researchers, members of SPC IDEX project carrying out part of their work within the Centre, and external individuals who have been invited for periods of time which may vary. During the time of their assignment, researchers will focus on a specific expertise project, as has already been experimented in the Instituts d'Etudes

Avancées (Institutes of Advanced Study) and the Institut de la Pensée Contemporaine (Institute of Contemporary Thought). The latter was created ten years ago at Diderot University and aims to analyse contemporary paradigms and controversies. The Centre will begin with an initial team of approximately five researchers, which will then grow to about 12 researchers within four years.

c) The creation of the Sorbonne Paris Cité University Presses encourages the active dissemination of knowledge

University Presses already exist at Sorbonne Nouvelle, the EHESP and Sciences Po. However, right now, the other three founding universities do not have university presses of their own. Nor is there such a service available at the IPGP, where, however, research critical to the future of society is being carried out – ranging from subjects such as cutting-edge biology to nanomaterials and natural disaster risks. The SPC Idex project aims to create a multidisciplinary publishing department, the Sorbonne Paris Cité University Presses, with three goals.

- Combining and creating means and know-how so that every SPC Idex project institution has an editorial structure of the highest level.
- Claiming real visibility, presence and international representation, through a single editorial brand, a website (designed for information and sales), an English-language publishing service (with considerable resources) and common representation at international book fairs. A common digital strategy will also be implemented, from the design to the production and distribution of books and reviews.
- Undertaking innovative, multidisciplinary projects that combine research in exact sciences with the humanities and social sciences through new collections. Examples include Didweb, a new web-based encyclopaedia based on interactive images that combine text, charts, animation and third-generation web elements, and editorial tools for distance learning.

4. A ROBUST AND EFFICIENT GOVERNANCE SYSTEM

The SPC IDEX project governance system separates its operational role and its academic role. Academic governance is handled at the level of divisions and disciplinary departments or interdisciplinary institutes. The department heads are elected. Division management is decided by the Board of Directors, on the recommendation of the relevant department heads. Interdisciplinary institute management is decided by the Board of Directors, upon the recommendation of the SPC IDEX project General Academic Council. SPC IDEX project operational governance is entrusted to a Board of Directors and Steering Committee (Chairperson of the Board and CEO).

4.1. The SPC IDEX project Board of Directors is composed of 16 members who make decisions by majority vote

The Board of Directors embodies the desire to unite higher education and research in France and keep them firmly rooted in the economic and social world. It defines the unified strategic vision of the future Sorbonne Paris Cité:

- Five seats are attributed to the eight founding institutions; the decision not to attribute a seat to each institution expresses their desire to constitute a unified university and go beyond the “confederation” model;
- Four seats are attributed to major research organisations and one to the AHPH; the main scientific partners of the future university hold as many seats as the founding institutions;
- Three seats are attributed to the companies that have invested the most in the transformation process, thus marking the socio-economic foundation of the SPC IDEX project and the future university;
- Two seats are attributed to the city of Paris and the Ile-de-France region;
- The CEO of the SPC IDEX project acts as Chairperson of the Board.

Members of the Board of Directors are appointed for a period of four years by the PRES Sorbonne Paris Cité Administrative Board on the recommendation of the Head Office. This appointment right will be transferred to the Administrative Board of the future university as soon as it is created. The Board of Directors votes by simple majority of members. The Chairperson (CEO of SPC IDEX project) has the casting vote when necessary. It meets at least six times per year.

4.2. The SPC IDEX project Sorbonne Paris Cité Steering Committee is in charge of transforming the PRES into a unified university, driven and monitored by the Board of Directors

The SPC IDEX project Steering Committee implements the scheduled incentive processes to ensure the transformation of the PRES into a unified university through calls for projects, new research professor recruiting processes and resource allocation. The founding institutions provide the necessary human, material and financial resources. However, the executive direction does not intend to develop another layer of administration in addition to the PRES and the founding institutions.

The SPC IDEX project CEO is appointed for four years by the Board of Directors, first on the recommendation of the PRES Sorbonne Paris Cité Head Office, then on the recommendation of the future unified university. The CEO may appoint deputy directors and can be dismissed by the Board of Directors.

4.3. A general academic council composed of 20 members recommends the main themes in terms of research and education to the Board of Directors and informs scientific decisions made by Steering Committee

The General Academic Council is composed of 10 academic representatives from the founding establishments of the SPC IDEX project and 10 external academic representatives, appointed by the Board of Directors. The General Academic Council can take on external advisors who are particularly qualified in specific fields.

Its chairperson is elected from among its members, who are all paid for their participation. The Council meets every month. It is solicited for opinions on all academic and educational questions related to the transformation process undertaken by the SPC IDEX project and on all SPC IDEX project calls for tender in general.

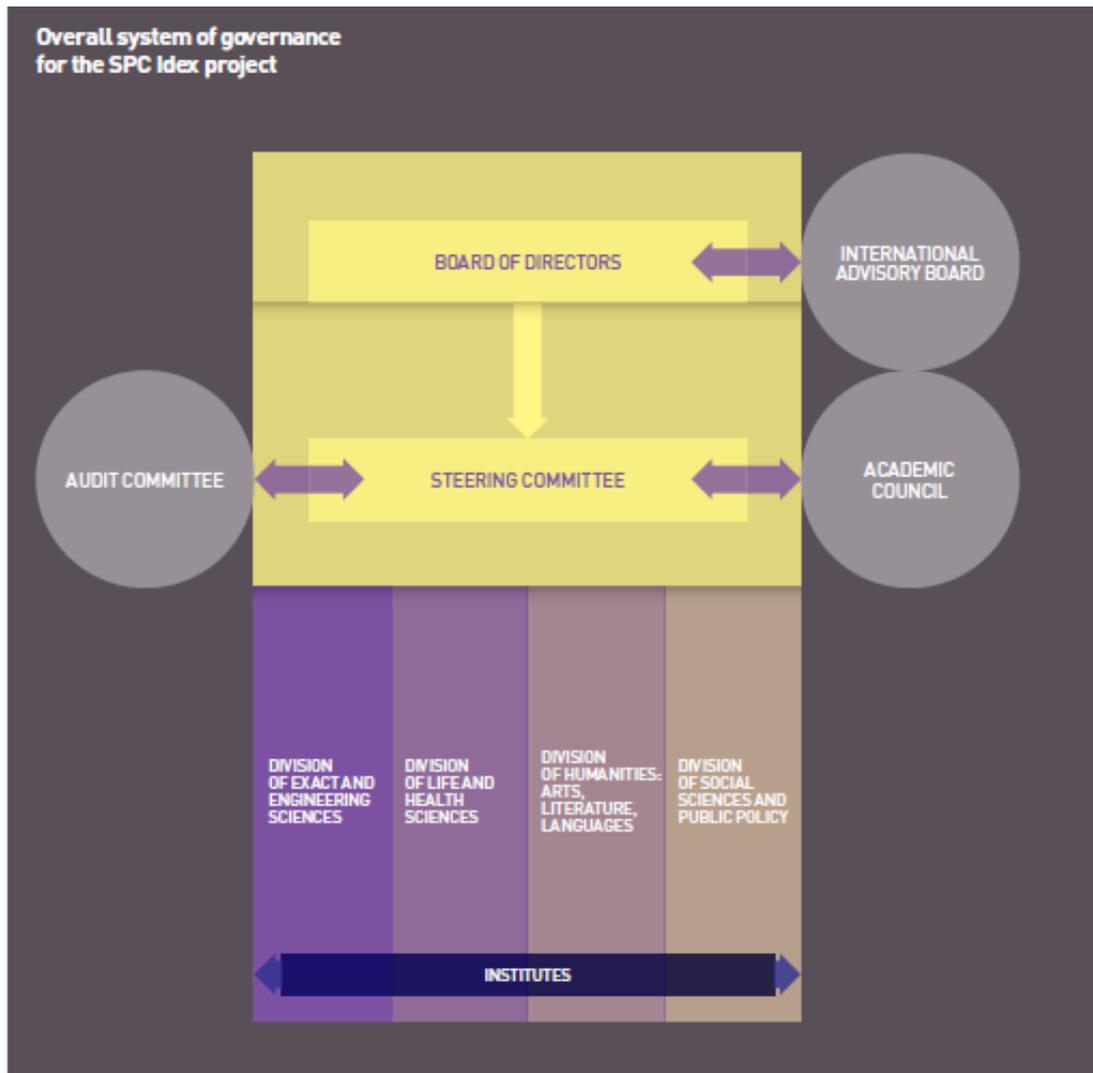
4.4. An Audit Committee ensures the proper allocation of funds managed by the SPC IDEX project

The financial decisions made by Steering Committee are submitted for initial analysis by an Audit Committee. The Audit Committee is composed of six qualified individuals, including three representatives from companies on the Board of Directors, one representative from the French government and two qualified individuals appointed by the Board of Directors.

Its members and chairperson are appointed for four years by the Board of Directors. It meets three times per year. It audits and monitors SPC IDEX project finances; ensures that funds are allocated as planned within the SPC IDEX project; and makes sure the financial commitments of the founding institutions are respected. It submits an annual audit report to the SPC IDEX project Board of Directors.

4.5. An International Advisory Board

The International Advisory Board offers the SPC IDEX project Board of Directors a critical perspective from an external, international point of view on the strategy implemented by the SPC IDEX project. It is composed of 10 representatives from the international academic world (five research university presidents or deans and five top international researchers or professors), as well as five representatives from the economic, political and social world.



4.6. Setting up indicators for permanent coordination and evaluation of the completion of commitments made

The goal of the SPC IDEX project dashboard is threefold:

- To manage and monitor the completion of goals measuring the progress of SPC IDEX project and the performance of resource allocation (reporting to management and monitoring bodies);
- To measure the structural impact of efforts on the founding institutions and evaluate the contribution of the SPC IDEX project as a catalyst for the transformation of the PRES into a unified university from 2012 to 2016;
- To act as a guide to accompany the performance of the Sorbonne Paris Cité university in international rankings beginning in 2016.

The IDEX project dashboards and roadmap are presented in the additional document (see above).

5. AN INNOVATIVE AND AMBITIOUS HUMAN RESOURCES POLICY

The human resources policy developed by the SPC IDEX project will serve as one of the primary transformation tools leading to the 2016 creation of the Sorbonne Paris Cité University.

A scientific policy is first a recruiting policy: whether made by major research field, discipline or profile, the choices made by the SPC IDEX project governance system will help to complement and strengthen the existing scientific team, while considering the quality of scientific individuals before any other criteria.

5.1 Opportunity in numbers

The number of research professors and researchers employed in the Sorbonne Paris Cité founding institutions and the demographic pyramid they form both present the SPC IDEX project with an exceptional opportunity to build the future university upon the strongest foundations.

Retirement schedules demonstrate that:

- over the next four years, a quarter of the Sorbonne Paris Cité scientific team will have to be replaced, a percentage representing approximately 900 research professors and researchers;
- over the next 10 years, a third of the Sorbonne Paris Cité scientific team will have to be replaced, representing about 1,500 research professors and researchers.

In addition to these retirements, moves resulting from the desire of some research professors to change their university situation should be anticipated.

This situation will make it possible to:

- reorganise posts in order to concentrate scientific and educational teams on SPC IDEX project priority themes, particularly by strengthening teams trying to enter or already included in the perimeter of excellence;
- create chairs of excellence for the most respected scientific individuals;
- revisit researcher and research professor salaries;
- create research support and educational innovation jobs requiring high-level qualifications in order to improve the work environment and return on investment of research professors.

5.2 Rigorous recruiting processes

The SPC IDEX project founding institutions agree to redeploy at least 20% of posts opened up outside the SPC IDEX project perimeter to the perimeter of excellence, as required (theoretically, all posts opening within teams already included in the perimeter of excellence are replaced on at least an equal level).

These redeployments will meet the following evaluation criteria:

- Quality and scientific excellence of projects and laboratories
- Homogeneization of the student enrolment rate
- Agreement with the scientific and educational priorities defined within the SPC Idex project
- The particularities of each establishment (posts that do not allow mobility, e.g. PUPH and MCUPH; necessity of certain posts, e.g., rare languages at the INALCO).

Recruiting tools will be varied and will include several contract types.

- Official French government jobs: recruiting terms are set by current law; at least one member of each recruiting committee will be appointed upon recommendation by SPC Idex Steering Committee.
- Open-ended contracts, without civil servant status, requiring negotiation of commitments in terms of research, teaching and participation in the life of the institution: the SPC Idex project General Academic Council approves the composition of the selection committee and all recruiting proposals; SPC Idex Steering Committee negotiates contracts.
- Limited-duration contracts with direct negotiations concerning salary and specific conditional renewal clauses (following the tenure track model), primarily intended for non-French research professors: the SPC Idex project General Academic Council approves the composition of the selection committee and all recruiting proposals.

Recruiting will be facilitated by an HR negotiation unit, able to:

- highlight the non-salary advantages available in France: universal healthcare, free high-quality education for children, quality of life, etc.,
- promote access to extraprofessional advantages when researchers arrive: housing in Paris or nearby suburbs, schooling for children, etc.,
- offer a pleasant work environment: administrative and technical assistance, access to technical platforms, grants for research, etc.,
- organise reduced teaching responsibilities and even sabbatical years, following the CNRS delegation model.

6 . LETTERS OF SUPPORT

COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

PRESIDENT'S ROOM

December 6, 2011

Richard Descoings
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po
Institut d'études politiques de Paris
27 rue Saint-Guillaume
75007 Paris
FRANCE

Dear Richard,

I would like to thank you for inviting me on behalf of the Sorbonne Paris Cité consortium to sit on the International Advisory Board, which is being established to contribute to the definition of the strategic vision of its Excellence Initiative plan.

It is with great pleasure that I accept your invitation, which will provide another opportunity for Columbia University to reinforce its links with many of the members of your consortium and to foster further international collaboration between our institutions.

I very much look forward to working with the other members of the International Advisory Board to strengthen the integrated research and education policy for Sorbonne Paris Cité.

Sincerely,


Lee C. Bollinger



STANFORD UNIVERSITY
SCHOOL OF EDUCATION
STANFORD, CA 94305-3096

CLAUDE M. STEELE
I. JAMES QUILLEN DEAN AND
PROFESSOR OF EDUCATION

TELEPHONE: 650/725-9090
FAX: 650/725-7412
EMAIL: CSTEEL@STANFORD.EDU

Richard Descoings,
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po

Institut d'études politiques de Paris
27 rue Saint-Guillaume,
75007 Paris,
France

Dear Richard,

I would like to thank you for inviting me, on behalf of the Sorbonne Paris Cité consortium, to sit on the International Advisory Board, which is being established to contribute to the definition of the strategic vision of its Excellence Initiative plan.

It is with great pleasure that I accept your invitation, which will provide another opportunity for Stanford University to reinforce its links with many of the members of your consortium and to foster further international collaboration between our institutions.

I very much look forward to working with the other members of the International Advisory Board to strengthen the integrated research and education policy for Sorbonne Paris Cité.

Yours sincerely,

Claude M. Steele

1 December 2011

President Richard Descoings
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po

Institut d'études politiques de Paris
27 rue Saint-Guillaume
75007 Paris
France

Dear President Descoings,

I would like to thank you for inviting me, on behalf of the Sorbonne Paris Cité consortium, to sit on the International Advisory Board, which is being established to contribute to the definition of the strategic vision of its Excellence Initiative plan.

It is with great pleasure that I accept your invitation, which will provide another opportunity for the National University of Singapore to reinforce its links with many of the members of your consortium and to foster further international collaboration between our institutions.

I very much look forward to working with the other members of the International Advisory Board to strengthen the integrated research and education policy for Sorbonne Paris Cité.

Yours sincerely,



Prof Tan Chorh Chuan
President

cc : francis.verillaud@sciences-po.fr
cc : jeremy.weynands@sciences-po.fr

Richard Descoings,
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po

Institut d'études politiques de Paris
27 rue Saint-Guillaume,
75007 Paris,
France

Dear President Descoings,

I would like to thank you for inviting me, on behalf of the Sorbonne Paris Cité consortium, to sit on the International Advisory Board, which is being established to contribute to the definition of the strategic vision of its Excellence Initiative plan.

It is with great pleasure that I accept your invitation, which will provide another opportunity for Fudan University to reinforce its links with many of the members of your consortium and to foster further international collaboration between our institutions.

I very much look forward to working with the other members of the International Advisory Board to strengthen the integrated research and education policy for Sorbonne Paris Cité.

Yours sincerely,



Yang Yuliang
President
Fudan University

Please, send to: richard.descoings@sciences-po.fr
cc: francis.verillaud@sciences-po.fr
cc: jeremy.weynands@sciences-po.fr

September 9, 2011

Professor Vincent Berger
President
Université Paris Diderot

Dear Professor Berger:

I would like to thank you for inviting me, on behalf of the Sorbonne Paris Cité consortium, to sit on the International Advisory Board, which is being established to contribute to the definition of its *Excellence Initiative* plan.

It is with great pleasure that I accept your invitation, which will provide another opportunity for the University of Chicago to reinforce its links with many of the members of your research consortium and to foster further international collaboration between our institutions.

I very much look forward to working with the other members of the International Advisory Board on strengthening the integrated research policy for Sorbonne Paris Cité.

Yours sincerely,



Robert J. Zimmer



September 7, 2011

Pr. Manijeh Razeghi,
Center for Quantum Devices
Northwestern University

To
Pr Vincent Berger
President of Paris Diderot Université
president@univ-paris-diderot.fr

Mr President, dear Pr. Berger,

I would like to thank you for inviting me, on behalf of Sorbonne Paris Cité, to sit on the International Advisory Board to be set up in order to contribute to the definition of its « Excellence Initiative » roadmap.

It is with great pleasure that I accept your invitation, which will be for Northwestern University another opportunity to foster further international collaborations with some of the members of your research consortium.

I very much look forward to working with the other members of the International Advisory Board towards the strengthening of an integrated research policy for Sorbonne Paris Cité.

Best regards,

Manijeh Razeghi
Walter P. Murphy Professor and
Director, Center for Quantum Devices

Der Präsident

Freie Universität Berlin, Der Präsident
Kaiserswerther Str. 16-18, 14195 Berlin

Richard Descoings,
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po
Institut d'études politiques de Paris
27 rue Saint-Guillaume,
75007 Paris,
France

Univ.-Prof. Dr. Peter-André Alt
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14195 Berlin

Telefon 49 30 838-73100
Fax 49 30 838-73107
E-Mail praesident@fu-berlin.de
Internet www.fu-berlin.de

Bearb.-Zeichen P/ P2
Bearbeiter/in Tomaz Cebasek

November 28, 2011

Dear President Descoings,

It is with great interest that I have learned about the project University of Sorbonne Paris Cité that Sciences Po proposes to coordinate under the call for tender "Excellence Initiative" opened as part of the "Investments in the future" in a consortium together with the INALCO, the IPGP, the EHESP, the Sorbonne Nouvelle University, the Paris Descartes University, the Paris Diderot University and the Paris 13 University.

Freie Universität Berlin strongly supports the development of research, teaching, and dissemination and exploitation of activities included in your project. The creation of a world-class research university, to be named Sorbonne Paris Cité, will help our institutions to strengthen and to reinforce their already existing links.

I lend my full support to this project and very much look forward to the creation of the University of Sorbonne Paris Cité. My own institution, Freie Universität Berlin, would be delighted to explore possibilities for future collaboration.

Yours sincerely,



Univ.-Prof. Dr. Peter-André Alt
President

FROM THE PRESIDENT AND PROVOST
PROFESSOR MALCOLM GRANT CBE MA LLD



Richard Descoings
Director of the Sorbonne Paris Cité IDEX Project
President of Sciences Po
Institut d'études politiques de Paris
27 rue Saint-Guillaume
75007 Paris
France

By email: richard.descoings@sciences-po.fr

24 November 2011

Dear Richard

I have been very impressed to learn about the project University of Sorbonne Paris Cité that Sciences Po proposes to coordinate under the call for tender "Excellence Initiative" opened as part of the "Investments in the future" in a consortium together with the INALCO, the IPGP, the EHESP, the Sorbonne Nouvelle University, the Paris Descartes University, the Paris Diderot University and the Paris 13 University.

We at UCL have great admiration for all of these institutions, and we strongly support the development of research, teaching, and dissemination and exploitation of activities included in your project. We can foresee these arrangements leading to the creation of a world-class research university. We warmly welcome the proposal for the Sorbonne Paris Cité, and are certain that this will help our institutions to strengthen and to reinforce their already existing links.

I lend my full support to this project and very much look forward to the creation of the University of Sorbonne Paris Cité. My own institution, UCL, would be delighted to explore possibilities for future collaboration.

Yours ever

Malcolm Grant

cc: francis.verillaud@sciences-po.fr
jeremy.weynands@sciences-po.fr

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Universiteit van Kaapstad

Dr Max Price: Vice-Chancellor

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E-mail: vc@uct.ac.za Website: www.uct.ac.za

Richard Descoings
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po

Institut d'études politiques de Paris
27 rue Saint-Guillaume,
75007 Paris,
France

E-mail : richard.descoings@sciences-po.fr

28th November 2011

Dear President,

It is with great interest that I have been informed about the project University of Sorbonne Paris Cité that Sciences Po proposes to coordinate under the call for tender "Excellence Initiative" opened as part of the "Investments in the future" in a consortium together with the INALCO, the IGP, the EHESP, the Sorbonne Nouvelle University, the Paris Descartes University, the Paris Diderot University and the Paris 13 University.

University of Cape Town strongly supports the development of research, teaching, and dissemination and exploitation of activities included in your project. The creation a world-class research university, to be named Sorbonne Paris Cité, will help our institutions to strengthen and to reinforce their already existing links.

I lend my full support to this project and very much look forward to the creation of the University of Sorbonne Paris Cité. My own institution, University of Cape Town, would be delighted to explore possibilities for future collaboration.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Max Price".

Dr Max Price
Vice-Chancellor

cc : francis.verillaud@sciences-po.fr
cc : jeremy.weynands@sciences-po.fr

G: ab/Letters/ Formal response support

"Our Mission is to be an outstanding teaching and research university, educating for life and addressing the challenges facing our society."



Office of the President
Peking University

Richard Descoings
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po
Institut d'études politiques de Paris
27 rue Saint-Guillaume,
75007 Paris,
France

November 29, 2011

Dear President Descoings,

It is with great interest that I have been informed about the project University of Sorbonne Paris Cité that Sciences Po proposes to coordinate under the call for tender "Excellence Initiative". Opened as part of the "Investments in the future", the consortium includes the INALCO, the IPGP, the EHESP, the Sorbonne Nouvelle University, the Paris Descartes University, the Paris Diderot University and the Paris 13 University.

Peking University strongly supports the development of research, teaching, and dissemination and exploration of activities included in your project. The creation of a world-class research university, to be named Sorbonne Paris Cité, will help our institutions to strengthen and to reinforce the already existing links.

I lend my full support to this project and very much look forward to the creation of the University of Sorbonne Paris Cité. My own institution, Peking University, would be delighted to explore possibilities for future collaboration.

Yours sincerely,

Q. F. Zhou

Prof. Zhou Qifeng
President

to send to : richard.descoings@sciences-po.fr
cc : francis.verillaud@sciences-po.fr
cc : jeremy.weynands@sciences-po.fr



Dr Michael Spence
Vice-Chancellor and Principal

5 December 2011

Richard Descoings,
Director of the Sorbonne Paris Cité IDEX project
President of Sciences Po
Institut d'études politiques de Paris
27 rue Saint-Guillaume,
75007 Paris,
France

By email: richard.descoings@sciences-po.fr

Dear President

It is with great interest that I have been informed about the project University of Sorbonne Paris Cité that Sciences Po proposes to coordinate under the call for tender "Excellence Initiative" opened as part of the "Investments in the future" in a consortium together with the INALCO, the IPGP, the EHESP, the Sorbonne Nouvelle University, the Paris Descartes University, the Paris Diderot University and the Paris 13 University.

The University of Sydney strongly supports the development of research, teaching, and dissemination and exploitation of activities included in your project. The creation of a world-class research university, to be named Sorbonne Paris Cité, will help our institutions to strengthen and to reinforce their already existing links.

I lend my full support to this project and very much look forward to the creation of the University of Sorbonne Paris Cité. My own institution, the University of Sydney, would be delighted to explore possibilities for future collaboration.

Yours sincerely

Michael Spence

Cc: francis.verillaud@sciences-po.fr
jeremy.weynands@sciences-po.fr

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ABN 15 211 513 464
CRICOS 00026A

Le Maire de Paris

Paris, le -7 DEC. 2011

Monsieur le Président,

Le projet d'initiative d'excellence soumis par Sorbonne Paris Cité est d'un intérêt majeur pour notre ville. L'objectif de créer d'ici 4 ans un nouvel établissement unifié présente plusieurs mérites essentiels. Il offre l'occasion d'une clarification de la carte des formations, au bénéfice des étudiants comme des futurs employeurs. Il organise aussi un ensemble académique du meilleur niveau européen, propre à accroître l'attractivité et la compétitivité économique de Paris. Il fait particulièrement valoir une démarche de décloisonnement des savoirs, en phase avec la politique municipale de soutien à une société solidaire et créative.

La conduite de ce projet ambitieux représente un défi difficile. Les qualités de l'ensemble formé par les membres de Sorbonne Paris Cité me rendent optimiste quant à vos chances de succès.

Nos collaborations sont nombreuses et mutuellement satisfaisantes. La création de l'Institut hospitalo-universitaire Imagine à l'hôpital Necker, celle de la pépinière Meary à l'hôpital Saint-Louis, la plate-forme de diffusion numérique des collections des bibliothèques rattachées à votre établissement, la future maison de santé pour les étudiants prévue à l'Hôtel-Dieu ou encore la création de la société Ile-de-France Innov pour la valorisation de la recherche, parmi d'autres exemples, illustrent l'intensité de nos partenariats.

En obtenant le label d'initiative d'excellence, Sorbonne Paris Cité serait encore mieux à même d'innover à, et pour, Paris. C'est pourquoi, très sincèrement, je vous apporte mon plein soutien et vous souhaite mes meilleurs vœux de succès.

Je vous prie de croire, Monsieur le Président, à l'assurance de mes sentiments
les meilleurs.

Bien à vous



Bertrand DELANOË

Monsieur Jean-François GIRARD
Président du PRES Sorbonne Paris Cité
190, avenue de France
75013 PARIS



réinventons / notre métier

Président - Directeur Général

Monsieur Richard Descoings
Directeur

Sciences Po
27 rue Saint-Guillaume
75007 Paris

Paris, le 28 novembre 2011

Monsieur le Directeur, *Cher Richard,*

En réponse à votre courrier du 21 novembre 2011, permettez-moi tout d'abord de vous féliciter, ainsi que les équipes des établissements partenaires du PRES Paris Sorbonne Cité, pour la première sélection dont a fait l'objet votre projet d'initiative d'excellence. Je vous confirme tout l'intérêt que le groupe AXA porte à ce projet. Je veux également souligner à destination du jury international l'importance et la qualité des partenariats déjà noués entre les membres du consortium que vous pilotez et AXA.

Comme vous le savez, AXA s'est engagé depuis 2008 dans un effort sans précédent de soutien à la recherche fondamentale, visant à soutenir les équipes et les projets d'excellence au niveau mondial. Le Fonds AXA pour la Recherche, opérateur de cet engagement, organise à cet effet des appels à projets internationaux, auxquels ont pris part à ce jour plus de 750 établissements d'enseignement supérieur et de recherche dans le monde.

Les partenaires du PRES Paris Sorbonne Cité ont régulièrement participé depuis 2008 à ces appels, définissant progressivement les contours d'un large partenariat opérationnel : 14 projets ont déjà été retenus, pour un montant total de 2,735,000 € sur la période 2008-2014. L'ensemble de ces partenariats porte sur des recherches fondamentales et fait l'objet de publications académiques dans des revues internationales de référence, correspondant donc pleinement au cadre des « initiatives d'excellence » tel qu'il a été défini par l'Etat. Ces projets vont de la Chaire qu'occupe François Taddéi à l'université Paris Descartes, à six projets de thèse, en passant par autant de soutiens à des jeunes chercheurs (post-docs).

Par ailleurs, parmi les relecteurs académiques sur lesquels s'appuie régulièrement le Fonds AXA pour la recherche, on compte une quarantaine d'enseignants et chercheurs travaillant au sein de Paris Sorbonne Cité.

Ces partenariats de recherche s'inscrivent principalement en sciences de la vie, mais les sciences sociales sont également représentées. Institutionnellement, ils sont portés par les deux universités membres de votre PRES, Paris Descartes et Paris Diderot, ainsi que par l'Institut d'Etudes Politiques de Paris.

Paris Sorbonne Cité est donc l'un des tout premiers partenaires mondiaux du Fonds AXA pour la recherche, ce qui a naturellement débouché sur un engagement institutionnel d'AXA à vos côtés, dans le cadre des instances de coopération déjà mises en place entre vos établissements. AXA est ainsi membre du conseil d'administration du PRES, et je suis personnellement administrateur de la fondation de l'université Paris Descartes.

Cependant, c'est bien le périmètre d'excellence que vous avez défini dans votre projet « IdEX » qui fait sens pour la poursuite de la coopération d'AXA avec les établissements concernés. Au sein de la richesse des projets portés par cette initiative, de nombreuses thématiques sont susceptibles de nous intéresser. C'est le cas des projets concernant la compréhension des risques pesant sur la vie humaine (sciences de la vie), l'environnement (sciences de la terre) ou sur nos sociétés (économie, sociologie, relations internationales), éventail de disciplines pleinement représentées dans votre initiative d'excellence.

L'Institut des Politiques de la Terre, qui contribuera à nourrir le débat public et la réflexion des entreprises en structurant des communautés pluridisciplinaires de chercheurs, a notamment retenu toute mon attention. Une nouvelle concrétisation de notre partenariat pourrait donc s'inscrire au sein de cet Institut, par exemple par la création d'une Chaire AXA, sous réserve que votre projet « IdEx » soit sélectionné par l'Etat, et que celui de Chaire soit présenté au Fonds AXA pour la Recherche et retenu dans le cadre de ses procédures qui lui sont propres.

Cet historique déjà riche et ces perspectives de collaboration me conduisent, si votre projet devait être sélectionné par l'Etat, à vous confirmer également l'intérêt d'AXA à approfondir son implication dans la gouvernance de l'ensemble, et à rejoindre alors les instances stratégiques de l'initiative d'excellence, ainsi que vous le proposez. Le Fonds AXA pour la Recherche pourra être votre interlocuteur opérationnel pour poursuivre notre collaboration.

Je vous souhaite, ainsi qu'aux membres de Paris Sorbonne Cité, la plus grande réussite dans le projet qui vous anime.

Je vous prie de croire, Monsieur le Directeur, à l'expression de mes salutations les meilleures.



Henri de Castries

Copies : Axel Kahn, président, université Paris Diderot
Bruno Latour, directeur scientifique, Sciences Po
Godefroy Beauvallet, directeur, Fonds AXA pour la recherche



réinventons / notre métier

L'ORÉAL

Le Président Directeur Général

Axel KAHN
Président
UNIVERSITE PARIS DESCARTES
85 Boulevard Saint-Germain
75005 PARIS

Clichy, le 31 août 2011

Monsieur le Président,

Permettez-moi de vous confirmer par cette lettre tout l'intérêt que le groupe L'OREAL porte au projet d'initiative d'excellence de Sorbonne Paris Cité, porté par votre établissement et ses partenaires. Je veux également souligner à destination du jury international l'importance et la qualité des partenariats déjà noués entre les membres du consortium que vous pilotez et L'OREAL.

L'OREAL a depuis ses origines fondé sa compétitivité et son développement sur la recherche et l'innovation, surtout dans le domaine de la chimie à ses débuts puis, de plus en plus depuis vingt ans, des sciences du vivant. En parallèle, la spécificité des métiers de L'OREAL la sensibilise bien sûr aux aspects sociologiques, psychologiques et philosophiques de l'image du corps, du concept de beauté et de l'évolution de ses critères et codes au sein de la société. Enfin, L'OREAL suit de très près l'évolution des recherches fondamentales sur les mécanismes du vieillissement, ses conséquences physiques et leur retentissement sociétal. Tous ces domaines de recherche sont abordés par des équipes de niveau international appartenant à votre université et à d'autres établissements partenaires du projet d'Idex Sorbonne Paris Cité. En particulier, les liens et collaborations sont anciens et nombreux entre L'OREAL et l'Université Paris Descartes dans le champ de la chimie et de la formulation (Faculté de Pharmacie, UFR Biomédicale des Saints-Pères) et des Sciences de la Vie (création de modèles animaux pertinents, maladies génétiques à manifestation cutanée, etc.) (UFR de Médecine).

De nombreux programmes ont été et continuent d'être menés en collaboration avec des équipes de l'Hôpital Saint-Louis (Université Paris Diderot) dans le champ de la dermatologie et de la protéomique. Enfin, dans ces différentes thématiques (génétique, dermatologie), la société L'OREAL bénéficie des conseils de plusieurs consultants dédiés occupant par ailleurs de hautes fonctions académiques dans les institutions de Sorbonne Paris Cité.

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S.A. au capital de 120 198 517 € - 632 012 100 R.C.S. Paris - NAF 2042 Z - FR 10 632 012 100

Dans un autre domaine, une coopération fructueuse s'est nouée depuis trois ans entre la Fondation L'OREAL et l'Université Paris Descartes qui ont préparé et présenté conjointement de grandes et prestigieuses expositions sur le thème du corps (la maternité, le visage, le mouvement, les âges de la vie).

Par ailleurs, L'OREAL, grande société internationale, est attentive au potentiel exceptionnel que représente le projet Sorbonne Paris Cité dans le domaine des langues et civilisations orientales (INALCO, Université Paris Diderot), des relations internationales (Sciences Po) et de la santé publique (EHESP, Université Paris Descartes et Sciences Po).

L'ensemble couvert par le projet d'Idex Sorbonne Paris Cité est par conséquent l'un des tous premiers partenaires actuel et potentiel de L'OREAL en France pour la recherche, ce qui a naturellement débouché sur un engagement institutionnel de notre société à vos côtés dans le cadre des instances de coopération déjà mises en place entre nos établissements. L'OREAL est ainsi membre du Conseil d'Administration de votre Université, et son représentant, Monsieur Loïc ARMAND, est membre et trésorier du Conseil d'Administration de la Fondation Paris Descartes.

Cependant, c'est bien le périmètre d'excellence défini par le projet d'Idex de Sorbonne Paris Cité qui fait sens pour la poursuite de la coopération de L'OREAL avec les établissements concernés. Au sein de la richesse des projets portés par le projet d'Idex de Sorbonne Paris Cité, de nombreuses thématiques sont susceptibles de nous intéresser, nous venons de le voir. L'institut de l'expertise, qui contribuera à nourrir le débat public et la réflexion des entreprises à propos des avancées scientifiques les plus récentes dans leur environnement sociopolitique et géostratégique, a également retenu toute mon attention.

C'est pourquoi, si le projet d'Idex Sorbonne Paris Cité devait être sélectionné par l'Etat, je vous confirme l'intérêt de L'OREAL à approfondir son implication dans la gouvernance de l'ensemble, et j'accepte volontiers votre proposition de permettre à L'Oréal de rejoindre alors les instances de direction de l'Initiative d'Excellence (Board of Directors).

Dans cette attente, je vous souhaite, ainsi qu'aux membres de l'Idex Sorbonne Paris Cité, la plus grande réussite dans le projet qui vous anime.

Veuillez agréer, Monsieur le Président, l'expression de ma considération la plus distinguée.



Jean-Paul Agon



Professeur Axel Kahn
Président
Université PARIS-DESCARTES
85 Boulevard Saint-Germain
75005 Paris

Paris, le 5 septembre 2011

Objet : Initiative d'Excellence (Idex) Sorbonne Paris Cité

Monsieur le Président, *cher ami*

Permettez-moi de vous confirmer par la présente lettre tout l'intérêt que Sanofi porte au projet d'Initiative d'Excellence (Idex) de « Sorbonne Paris Cité ».

Le périmètre d'excellence défini dans votre projet et la richesse des programmes portés par cette initiative sont susceptibles de nous intéresser.

Sanofi a fait part de son fort soutien et intérêt pour différents projets dans le cadre des investissements d'avenir. Ces investissements permettront d'encourager la recherche et l'innovation en France au travers de Partenariats Publics-Privés ambitieux et pérennes. Sanofi s'est fortement engagé à faire avancer les connaissances scientifiques au bénéfice des patients et personnes atteintes de maladies rares, en réalisant des projets de recherche ambitieux avec des équipes d'excellence en France. En mutualisant la créativité et l'expertise de nombreux chercheurs de renommée mondiale dans des axes stratégiques pour Sanofi, nous sommes convaincus que ces échanges fructueux permettront de stimuler l'innovation en France dans le domaine des sciences du vivant et mèneront ainsi à des découvertes majeures au service des patients.

La concentration au sein de l'Idex « Sorbonne Paris Cité » des facultés de médecine et pharmacie françaises, d'Instituts Hospitalo-Universitaires, de l'école des Hautes Etudes en Santé Publique et aussi d'équipes académiques et cliniques de renommée mondiale, sont des atouts majeurs pour assoir sur ce périmètre une médecine translationnelle unique et compétitive, indispensable à la découverte de nouveaux traitements, en ligne avec certains axes stratégiques de Sanofi.

Sanofi a, d'ores et déjà, participé à la structuration de l'Institut Hospitalo-Universitaire IMAGINE et manifesté son fort soutien à cette initiative ambitieuse. La prise en charge des patients atteints de maladies rares provenant du dérèglement des systèmes immunitaires, par les équipes académiques et cliniques de renommée internationale, comme proposée dans le programme de l'ICaRP, a suscité notre intérêt.



Ainsi, des rencontres avec les porteurs de Projet de l'IHU ont déjà permis d'identifier des axes de recherche d'intérêt commun. On peut citer, par exemple, les mécanismes de susceptibilité de l'hôte immuno-déprimé aux infections hospitalières, mais aussi de nouvelles pistes permettant de développer des stratégies préventives d'immuno-stimulation ciblée, ou encore l'établissement de stratégies de stratification des patients à risques vis-à-vis des différents pathogènes et enfin l'accès à des cohortes de patients prédisposés à certaines maladies rares.

D'autres initiatives, en ligne avec nos orientations stratégiques couvrant des besoins médicaux non couverts et proposées par des équipes et structures d'excellence parmi les meilleures au niveau international, ont retenu notre attention. Certaines d'entre elles ont, là encore, fait l'objet de lettres de soutien dans le cadre des Investissements d'Avenir, notamment les Labex GrEX et Inflamed ainsi que la cohorte Nutrinet.

Nous avons de même, depuis quelques années, mené plusieurs programmes de recherches cliniques en collaboration avec des chercheurs et cliniciens des hôpitaux faisant partie de l'Idex, en particulier à l'hôpital Européen George Pompidou dans les domaines des maladies cardiovasculaires (Pr. Nicolas Danchin et Pr. Jean-Yves Le Heuzey) et de la cancérologie (Pr. Stéphane Oudard), en cancéro-hématologie à l'hôpital Saint-Louis (Dr. Sylvie Delanian et Dr. Pierre Mongiat Artus) et à l'hôpital Cochin-Hôtel-Dieu dans les domaines de la cancéro-hématologie (Pr. Eric Pujade-Lauraine), de la neurologie (Pr. Damien Leger) de la rhumatologie (Pr. Maxime Dougados et Pr. Christian Roux) et du diabète (Mme le docteur Agnès Sola Gonzagnes et le Pr. Christian Boitard). L'Idex pourrait permettre de renforcer ces liens entre nos Groupes.

Par ailleurs, en tant que membre du Conseil d'administration du PRES Sorbonne Paris Cité, je suis avec attention le dépôt du projet Idex, dans la perspective d'utiliser l'excellence existant au sein de Sorbonne Paris Cité, pour transformer, dans les quatre ans, le PRES en une grande université parmi les meilleures au plan mondial et surtout répondre aux défis de demain dans les domaines des sciences de la vie.

C'est pourquoi, si le projet d'Idex Paris Sorbonne Paris Cité devait être sélectionné par L'Etat, nous vous confirmons le souhait d'approfondir la recherche de projets ambitieux en ligne avec nos orientations stratégiques.

Je vous prie de croire, Monsieur le Président, en l'expression de mes sentiments les meilleurs.

Fait à Paris,
Le 5 septembre 2011

Christian LAJOUX
Senior Vice Président sanofi
Président France



Monsieur Vincent BERGER
Président de l'Université Paris Diderot
Paris 7

Université Paris Diderot-Paris 7
75205 PARIS CEDEX 13

Référence :

PLV/AB/2011/5891_01

Objet :

Soutien IDEX

Clamart, le 14 Septembre 2011

Monsieur le Président,

Je souhaite vous confirmer, par la présente, tout l'intérêt qu'EDF porte au projet d'initiative d'excellence (IDEX) présenté par les partenaires du PRES Sorbonne Paris Cité, dont l'Université Paris Diderot.

Depuis maintenant presque quatre ans, EDF, via la Fondation Européenne pour les Energies de demain, accompagne (financement, enseignements pratiques et accueil d'alternants) votre Université dans le développement de nouveaux enseignements sur les énergies : le Master Technique Physique des Energies (IPE) et la Licence professionnelle associée (TPE).

Nous participons par ailleurs à la définition de la stratégie de l'Université et à son pilotage par notre présence à son *Conseil d'Administration au titre de membres externes*. C'est pour nous l'occasion de développer la relation « école-entreprise » et d'insister sur l'importance des actions pour l'insertion professionnelle au sein de l'Université.

Il y a deux ans, le projet de la construction du Laboratoire Interdisciplinaire des Energies de Demain (LIED), qui constitue l'un des piliers du projet d'initiative d'excellence du PRES Sorbonne Paris Cité, a été l'objet de notre attention. Deux raisons ont initialement justifié ce soutien :

- EDF est convaincue que la compréhension des nouveaux enjeux énergétiques appelle les analyses croisées des sciences de la vie, des sciences physiques et des sciences de l'ingénieur, mais aussi des sciences humaines et sociales. Les enjeux énergétiques ne peuvent être sérieusement traités sans de véritables approches pluridisciplinaires. Ainsi, il ne s'agit pas « seulement » de trouver les solutions scientifiques et techniques de demain, il faut encore qu'elles soient appropriables par nos sociétés. Cette proposition, maintenant assez largement admise, doit être transformée en programme de recherche.
- peu de chercheurs en Sciences Sociales et Humaines s'intéressant en France aux questions énergétiques, l'initiative du LIED et du PRES Sorbonne Paris Cité est l'occasion, peut-être décisive, de structurer ce milieu de recherche.

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EDF - SA au capital de 924.433.331 euros
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Nous pensons que cette collaboration interdisciplinaire sur les enjeux énergétiques doit être vivement encouragée et, que cette collaboration doit porter sur des sujets de recherche *tant appliqués que fondamentaux* touchant ces questions. L'initiative du PRES Sorbonne Paris Cité donnera notamment au LIED les moyens de se développer.

Cette initiative permet de plus à EDF de rapprocher des partenariats de recherche initiés séparément avec les différents acteurs du PRES Sorbonne Paris Cité : par exemple, Sciences Po, avec qui nous avons noué de solides *relations de recherche depuis plusieurs années* sur l'analyse des politiques publiques de l'énergie en Europe, l'étude des débats et des controverses environnementales ou la méthodologie et les grands équipements nécessaires aux enquêtes des sciences sociales dans le cadre de l'Equipex DIME-SHS (*Données, Infrastructures et Méthodes d'Enquêtes en Sciences Humaines et Sociales*).

Ces différentes raisons laissent augurer le meilleur quant à l'avenir porté par votre projet d'IDEX , et je suis heureux de vous confirmer du soutien d'EDF.

Je souhaite à Paris Diderot, et à tous ses partenaires du PRES Sorbonne Paris Cité, la plus grande réussite.

Je vous prie d'agréer, Monsieur le Président, mes salutations les meilleures.



Pierre-Louis VIOLLET
Directeur International et Partenariats
EDF R&D

Copies : Cécile ETRILARD
Stéphane ANDRIEUX
Mathieu BRUGIDOU
Béatrice BIANCHINI-BURLLOT



Monsieur Vincent BERGER
Président
Université Paris Diderot
5 rue Thomas Mann
75013 PARIS

Courbevoie, le 19 septembre 2011

Monsieur le Président,

L'Initiative d'Excellence (IdEx), du PRES Sorbonne Paris Cité (SPC), regroupe notamment les Universités de Paris 7 et Paris 13 avec lesquelles nous collaborons depuis plusieurs années, et que nous soutenons par des contrats ou des thèses co-dirigées.

Ces liens sont naturellement renforcés, en particulier avec l'Université de Paris 13 et les laboratoires de l'IUT de Villetaneuse, par la grande proximité géographique du centre de recherche d'Aubervilliers (Saint-Gobain Recherche).

Au delà des départements, assurant l'excellence disciplinaire, l'université nous semble pleinement dans son rôle en permettant de faire émerger des Instituts pluridisciplinaires inter-domaines, traitant de thématiques très larges, à la frontière entre plusieurs domaines et disciplines.

La stratégie du groupe Saint-Gobain centrée sur "l'habitat", peut à l'évidence bénéficier de démarches de recherches transversales de ce type rapprochant sciences "dures" et sciences sociales, sciences de l'ingénieur et sciences humaines.

Dans ce cadre nous suivons par exemple avec intérêt, la mise en place de "l'Institut des Énergies de Demain" inscrit dans les priorités du PRES Sorbonne Paris Cité, en participant notamment à son comité scientifique.

La réussite de ce projet d'IdEx ne pourrait que renforcer notre motivation à coopérer sur le long terme avec les établissements de recherches et d'enseignements de Sorbonne Paris Cité.

Nous vous prions d'agréer, Monsieur le Président, l'expression de nos respectueuses salutations.

Didier ROUX
Directeur de la R & D et de l'Innovation



Paris le, 15 septembre 2011

DGITN

Monsieur Vincent Berger, Président,

Université Paris Diderot,
5 rue Thomas Mann,
75013 Paris

Monsieur le Président,

Le Groupe Bouygues est au cœur de deux transformations profondes, la numérisation de la vie quotidienne d'une part et la recherche de solutions durables et dé-carbonées d'autre part. Notre stratégie est d'être un acteur majeur de ces changements en les accompagnants par des offres innovantes plutôt que d'en subir les conséquences.

Ces transformations sont déjà à l'œuvre et auront des impacts à moyen et long terme difficilement prévisibles. Pour améliorer notre capacité d'anticipation, nous souhaitons mener des travaux pluridisciplinaires avec des chercheurs en sciences humaines et sociales, en technologies et en sciences dures, d'où l'intérêt que nous portons à votre université. Depuis leur création nous soutenons, financièrement et par des thèses co-dirigées, ses formations dans le domaine des énergies et, par notre présence à son conseil scientifique, nous avons d'ors et déjà une participation active à la création d'un des instituts, l'institut des énergies de demain, inscrit dans les priorités du PRES Sorbonne Paris Cité (SPC).

L'Initiative d'Excellence (IdEx), qui vient compléter la démarche SPC de regroupement d'universités et d'instituts de disciplines différentes et complémentaires, renforce notre motivation à coopérer avec ses équipes de recherche sur le long terme. Notre objectif est d'y confronter nos approches business avec les travaux de recherche du secteur afin de dépasser les « effets de mode » sur tel ou tel sujet et d'orienter nos stratégies en fonction des bons ordres de grandeur et des optimums énergétiques à long terme.

Nous soutenons la démarche de l'IdEx SPC car les deux objectifs visés, l'excellence par le renforcement de la qualité des équipes et la pluridisciplinarité par ses quatre instituts thématiques sont parfaitement en cohérence avec nos attentes.

Nous vous prions de croire, Monsieur le Président, à l'expression de notre respectueuse considération.

Alain POUYAT
Directeur Général Informatique et Technologies Nouvelles



Monsieur Vincent Berger,
Président, Université Paris Diderot,
5 rue Thomas Mann,
75013 Paris

Paris-La Défense, le 14 septembre 2011

Objet : Lettre de soutien à l'IDEX

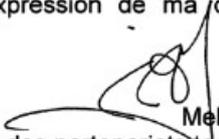
Monsieur le Président,

Dans le cadre du programme d'investissements d'avenir et de la création d'instituts d'excellence dans le domaine des énergies, AREVA est disposé à participer aux différents groupes de travail qui seront constitués entre les membres du LIED et les futurs partenaires afin de définir les thématiques prioritaires de l'IdEx SPC.

AREVA considère qu'un tel IdEx peut jouer un rôle pivot en facilitant le rapprochement de partenaires privés et académiques et en fédérant les meilleures compétences dans des domaines des sciences dures et les sciences sociales spécifiques pour faire émerger de nouvelles méthodologies de création de valeur dans des filières industrielles concernées par l'énergie et ce, pour répondre aux nouveaux enjeux environnementaux et économiques de notre société. En plus, il est important que l'IdEx ait aussi au plan international une réputation d'excellence et traite aussi ces aspects d'une énergie durable au plan multirégional afin de permettre à ces partenaires, via cet IdEx, de s'assurer d'une présence mondiale.

Dans un contexte où le bouquet énergétique est contraint quand à ses émissions de CO₂, et dans l'optique d'une montée en puissance prévisible des énergies renouvelables intermittentes en complémentarité avec d'autres énergies à faible émission CO₂ parmi le nucléaire, d'une mutation amorcée du secteur des transports vers une mobilité électrique, et de l'optimisation de l'efficacité énergétique des bâtiments qui nécessitent la mise en place de systèmes électriques flexibles, le mix énergétique de demain devra prendre en considération les progrès technologiques dans la production et gestion de l'énergie ainsi que les aspects sociétaux et comportementaux des consommateurs. Les compétences à réunir autour de l'IdEx devrait répondre à cette exigence de combinaison de la technologie, l'économie et l'impact sociétal.

Je vous prie de croire, Monsieur le Président, en l'expression de ma considération distinguée.


Mehdi Moussavi
Directeur des partenariats technologiques

Université Paris XIII
Monsieur Jean-Loup Salzmann
99 Avenue Jean Baptiste Clément
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Date
16 septembre 2011
Objet :

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Monsieur le Président,

J'ai assisté ce matin à la présentation du projet IDEX qui trace des perspectives importantes pour les jeunes apprenants des territoires sociaux mais également pour les entreprises impliquées dans ces territoires.

Je vous confirme mon plein soutien dans votre démarche. Mon Groupe s'est impliqué à votre côté en versant depuis plusieurs années la Taxe d'apprentissage et en soutenant certains étudiants par des bourses d'entreprise. Compte tenu des excellents résultats de ce partenariat, nous sommes prêts à étudier avec vous les conditions de son approfondissement dans le cadre renouvelé, présenté ce matin.

Je vous prie de croire, Monsieur le Président, en l'expression de mes sincères salutations.salutations.

Abdel AISSOU
Vice-Président, Directeur Général





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Bernard CHARLÈS
Directeur Général

Pr Axel Kahn
Président
Université Paris Descartes
12, rue de l'Ecole de Médecine
75270 Paris Cédex 06

Vélizy, le 12 septembre 2011

Monsieur le Président,

J'ai le plaisir de vous confirmer tout l'intérêt que représente, pour Dassault Systèmes, le projet d'initiative d'excellence (IDEX) de Sorbonne Paris Cité porté par votre grande Université. Notre partenariat confirme bien notre volonté commune de rechercher et développer l'excellence dans l'utilisation des nouvelles technologies informatiques de modélisation, de simulation et de plateforme de collaboration pour l'innovation, et ce afin de mieux harmoniser produit, nature et sciences de la vie.

Après avoir permis la digitalisation des produits pour leur fabrication, Dassault Systèmes permet aujourd'hui à de nouvelles audiences, comme le monde médical, d'utiliser ces produits en contexte en décrivant leurs usages à travers un réseau social et collaboratif professionnel. Grâce à la mise en place d'une plateforme "Cloud Computing", avec le support d'appareils mobiles et à travers le web, non seulement de nombreux professionnels de la santé vont accéder à ces expériences "lifelike" en 3D, mais aussi le grand public !

C'est ce que nous allons démontrer avec "StayingAlive", une expérience 3D "lifelike" en ligne, pour former le grand public aux gestes qui sauvent et réduire ainsi le nombre de morts subites. Ce travail, issu d'une collaboration exemplaire avec le département de pédagogie iLUMENS et la Fondation Paris Descartes, est le premier livrable d'une série couvrant les différents domaines médicaux. Cette collaboration est aussi à l'origine du projet de création d'une filière de formation professionnelle engendrant de nouveaux métiers et emplois, pour demain faire rayonner l'excellence de la recherche universitaire et industrielle française sur tous les continents.

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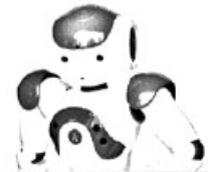


L'enjeu de Dassault Systèmes pour ces prochaines années est :

- de permettre au monde médical l'utilisation de technologies logicielles ayant fait leur preuve dans l'industrie pour les mettre au service de l'homme,
- d'apprendre en pratiquant la gestion de patient à domicile par la simulation,
- d'améliorer la qualité lors de la confrontation réelle avec le patient,
- d'accélérer la recherche et la modélisation numériques de nouvelles molécules,
... jusqu'à nous l'espérons bientôt l'hôpital virtuel ...!

Si le projet IDEX devait être sélectionné, je vous confirme l'intérêt de Dassault Systèmes de poursuivre et approfondir notre partenariat et de contribuer dans la gouvernance de l'ensemble.

Dans cette attente, je vous souhaite ainsi qu'à tous les membres de l'IDEX la plus grande réussite dans le projet qui vous anime.



Président Axel KAHN
Université Paris Descartes
12, rue de l'École de Médecine
75006 PARIS

Paris, le 8 septembre 2011

Monsieur le Président,

Je voudrais par la présente lettre vous manifester le plein soutien de la Société ALDEBARAN au projet d'Initiative d'Excellence de Sorbonne Paris Cité, porté par votre établissement et ses partenaires.

Je désire également souligner à destination du jury international l'importance que j'accorde au partenariat déjà noué par ma société avec votre établissement, et mon désir de le développer avec les autres établissements d'enseignement supérieur et de recherche porteurs du projet IDEX.

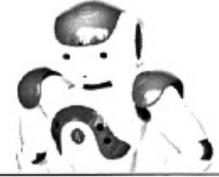
La société ALDEBARAN a acquis dans le domaine de la robotique humanoïde une compétence et une compétitivité reconnues. Elle est devenue aujourd'hui leader mondial sur ce créneau et développe une très importante activité à l'international ; quand l'Université de Tokyo lance un cours de robotique, ce sont les robots d'Aldebaran Robotics qu'elle achète.

L'Université Paris Descartes et la Société ALDEBARAN ont entrepris une collaboration fondée sur l'utilisation de robots humanoïdes à des fins pédagogiques. L'usage de tels outils dans des cursus d'informatique permet aux groupes d'étudiants de se confronter au défi d'une programmation dédiée des robots. Par exemple, leur apprendre à écrire sous la dictée, à jouer correctement aux échecs voire à s'enrichir au contact les uns des autres. Il va de soi que cette interaction permettant aux robots d'améliorer leurs performances par l'expérience acquise les uns des autres, outre son intérêt en termes de programmes informatiques, a d'importantes implications de modélisation pédagogique, voire sociologiques. C'est la raison pour laquelle les départements des sciences de l'éducation sont très concernés par les perspectives ouvertes.

La motivation et les résultats des groupes d'étudiants en licence et master engagés dans de tels exercices informatiques sont spectaculaires et marquent une nette amélioration par rapport aux méthodes d'apprentissage classique. L'intérêt intrinsèque de la tâche à accomplir et son caractère ludique sont les probables raisons de cette efficacité.

De plus, la robotique humanoïde est une ressource déjà utilisée dans des situations physiologiques et pathologiques particulières : état psychologique des personnes âgées, de personnes dépendantes, troubles envahissant du développement tel que l'autisme...etc.

J'ai bien noté que le projet IDEX de Sorbonne Paris Cité faisait une part importante à l'informatique, aux sciences de l'éducation, au vieillissement, à la psychologie et à la médecine, tous domaines dans lesquels la société ALDEBARAN aimerait développer des collaborations.



Sorbonne Paris Cité manifeste son intention de consacrer une place importante à l'initiative pédagogique par l'intermédiaire d'appels d'offres en ce domaine. L'expérience acquise à l'Université Paris Descartes montre que plusieurs équipes seront intéressées à développer ces projets faisant usage de la robotique humanoïde. **La société ALDEBARAN confirme sa grande motivation à contribuer de différentes manières au succès de ces initiatives pédagogiques, consciente des perspectives nouvelles qu'elles pourront lui apporter.** En retour, nous sommes certains que nos métiers pourront jouer un rôle important dans le succès de cette recherche pédagogique.

Par ailleurs, j'ai bien noté que le projet Sorbonne Paris Cité insistait sur son potentiel considérable dans le domaine des langues et civilisations, d'une part, de l'expertise dans les domaines de la stratégie internationale, des sciences pédagogiques et de la pédagogie, d'autre part. Une société aussi tournée vers l'international qu'ALDEBARAN ne peut qu'être intéressée par de telles perspectives.

C'est pourquoi, Monsieur le Président, je désire manifester non seulement mon soutien au projet d'Initiative d'Excellence auquel vous participez mais aussi mon désir, s'il est accepté, de contribuer à son plus grand succès.

Veuillez accepter, Monsieur le Président, l'expression de ma considération la plus distinguée.

A large, stylized handwritten signature in black ink, appearing to be "Bruno Maisonnier".

Bruno MAISONNIER
Président Directeur Général



III-V Lab
Route de Nozay
F-91461 Marcoussis

Réf. : AT35/C/2011/09/200

Monsieur Vincent BERGER
Président
Université Paris Diderot
5 Rue Thomas Mann
75013 PARIS

Marcoussis, le 5 septembre 2011

Monsieur le Président,

Je souhaite par la présente vous affirmer tout l'intérêt que III-V lab porte au projet d'initiative d'Excellence (idex) présenté par le consortium Sorbonne Paris Cité, consortium dont l'université Paris Diderot que vous présidez est cofondatrice.

III-V Lab est un GIE entre Alcatel Lucent, Thales et, depuis le début de l'année, le CEA. Il mène pour ses membres des recherches aussi bien fondamentales qu'appliquées dans le domaine des composants semiconducteurs dits « III-V ». Ces recherches préparent l'avenir des marchés plus particulièrement dans le domaine des télécommunications, de l'espace, que de la défense et de la sécurité.

Nous avons une longue tradition de coopération avec les meilleures équipes de recherche en physique des composants de votre université, dans le domaine des détecteurs infrarouge à puits quantiques, des lasers à cascade quantique, ou des composants optiques non-linéaires. Cette tradition repose sur le fait que les leaders de vos équipes ont été pendant longtemps ingénieurs de recherche à Thomson CSF puis Thales, une collaboration avec ces chercheurs de haut niveau s'est ainsi établie depuis plus de vingt ans.

Durant ces dix dernières années, de très nombreuses avancées scientifiques majeures ont été obtenues grâce à cette collaboration fructueuse : signalons l'invention du détecteur à cascade quantique, la compréhension du transport dans les détecteurs à puits quantiques, l'augmentation de la puissance des lasers à cascade quantique. Ces avancées scientifiques ont été obtenues grâce au travail en commun entre les équipes de mon laboratoire et de votre université. Sur les dix dernières années, la contribution de III-V lab dans les échanges technologiques (croissance de

*III-V Lab, Groupement d'Intérêt Economique
R.C.S. Evry C 478 651 284 SIRET 478 651 284 000 18
Siège Social : Route de Nozay - F91460 Marcoussis*



matériaux semiconducteurs, fabrication de composants, expériences) entre nos deux institutions peut être estimée à environ 3,5 Meuros en coût consolidé. Au delà de ce soutien financier, c'est la pérennité de notre interaction à un haut niveau scientifique qui démontre le caractère fructueux de cette collaboration. Je me réjouis que la qualité scientifique de cette interaction ait été confirmée à de nombreuses reprises, par la nomination à l'IUF de deux de vos professeurs sur ces sujets, à travers l'attribution d'un projet ERC sénior par la communauté européenne sur le sujet des lasers à cascade quantique, de nombreux prix, et aussi à travers le LabeX « SEAM » labellisé par le Commissariat Général à l'Investissement cette année.

Les projets dont vous êtes aujourd'hui à l'initiative ne peuvent que renforcer la compétitivité de cette collaboration. La concentration de moyens sur les laboratoires d'excellence de Sorbonne Paris Cité, qui comprennent les équipes qui nous intéressent au premier chef, est de nature à améliorer la qualité de la recherche de votre établissement. III-V Lab est naturellement très intéressé par ce développement qui ne manquera pas d'intensifier nos recherches communes.

Plus largement encore, III-V Lab ne peut qu'être très intéressé par une participation dans les instances de gouvernance de cette Initiative d'Excellence, si elle est labellisée par le Commissariat Général, que ce soit dans son conseil scientifique ou dans son conseil de direction.

Je ne peux, en conclusion, que redire le soutien de III-V lab à la réussite de votre projet d'Initiative d'Excellence et plus généralement à l'entreprise de restructuration historique de l'enseignement supérieur et de la recherche publics franciliens à laquelle vous participez avec énergie.

Je vous prie de croire, Monsieur le Président, à l'assurance de mes sentiments les meilleurs,



Dominique Pons,
Président et Administrateur du GIE III-V Lab

Monsieur le Président JL SALZMANN
Université Paris 13
99 av JB Clément
93 VILLETANEUSE

Paris, le 13 septembre 2011

N/Réf. : 11-246

Objet : Soutien au projet d'IDEX.

Monsieur le Président,

Je voudrais par cette lettre réaffirmer le soutien du pôle de compétitivité « Cap Digital » au projet d'IDEX porté par le PRES SPC dont l'université Paris 13 fait partie.

Le pôle de compétitivité Cap Digital rassemble les acteurs de la filière des Contenus et des Services numériques. Il regroupe à ce jour plus de 650 membres, PME innovantes, Grandes entreprises, Laboratoires académiques, tous issus des secteurs de la création (image, vidéo, musique, interactivité, jeu vidéo, ...) du traitement des connaissances (fouille de données, traitements sémantiques, moteurs de recherche, ...) et des services (services pour les mobiles, services dans la ville, pour la santé au quotidien, robotique,...).

Le développement de l'industrie numérique dépend fortement des relations de nos secteurs d'activités avec les acteurs académiques, et plus particulièrement de leurs actions de valorisation, et de leurs projets de recherche en collaboration avec les entreprises.

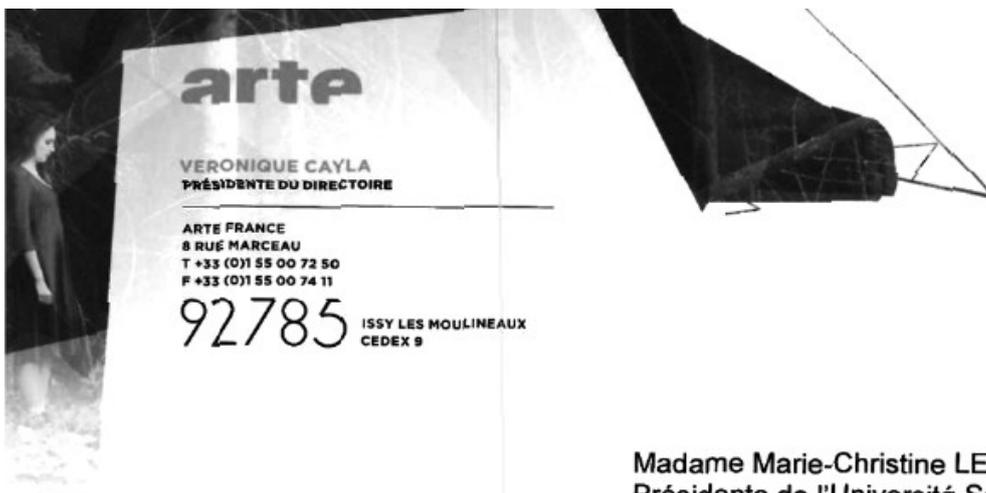
Nous avons noué des relations étroites avec les équipes du PRES notamment dans le contexte d'un projet conjoint intitulé « Institut de la Vie Numérique », en réponse à l'appel d'offre IRT. Cet Institut, même s'il ne prendra pas la forme d'un IRT comme initialement prévu, va néanmoins être construit par un consortium de partenaires fondateurs académiques et industriels, dont Paris 13 est l'un des piliers. De plus, cet Institut va se déployer dans des locaux de Paris 13 à Saint-Denis, spécialement adaptés à la recherche industrielle multidisciplinaire, à la valorisation vers les PME et à l'animation de filière, dans les domaines de la création audiovisuelle et multimédia, du traitement de données massives, de la numérisation du patrimoine, de l'expérimentation des services haut débit.

Je vous souhaite un plein succès dans vos projets et en particulier dans celui de l'IDEX.

Je vous prie d'agréer, Monsieur le Président, l'expression de toute ma considération.



Henri Verdier
Président
Cap Digital Paris Region



Madame Marie-Christine LEMARDELEY
Présidente de l'Université Sorbonne Nouvelle
17 rue de la Sorbonne
75230 Paris Cedex 05

Issy-les-Moulineaux, le 19 septembre 2011

Chère Madame la Présidente,

Vous m'avez informée lors de notre dernière entrevue des grandes orientations du projet IDEX de Sorbonne Paris Cité. Je souhaitais par la présente lettre vous confirmer mon soutien dans votre démarche.

La dynamique que Sorbonne Paris Cité a enclenchée ouvre en effet de nouvelles perspectives de coopération, en particulier dans le développement de nouveaux outils pédagogiques et de modalités innovantes de valorisation de la recherche.

ARTE suivra avec intérêt l'évolution de ce projet et se réjouit des développements potentiels de ses liens avec le monde universitaire qui en résulteront.

En vous souhaitant un plein succès dans votre projet d'IDEX, je vous prie de croire, Madame la Présidente, à l'assurance de ma considération distinguée.

Bien à vous

V. Cayla

Véronique Cayla

WWW.ARTE.TV

ARTE FRANCE, SOCIÉTÉ ANONYME À DIRECTOIRE ET CONSEIL DE SURVEILLANCE.
CAPITAL SOCIAL DE 9 147 314,64 €. SIREN 334 689 122, RCS DE NANTERRE, TVA, MVA/ACOMMUNAUTAIRE
FR 08 334 689 122, APE 6020A.

Paris, le 14 septembre 2011

Objet : Soutien Belmont Forum au réseau international d'excellence en sciences du Système Terre

La vision prospective en science du Système Terre menée par le Conseil International à la Science (ICSU) depuis trois ans a profondément révisée les défis des prochaines décennies à l'interface entre recherche sur l'environnement et recherche sur le développement des sociétés¹.

Conjointement à cette initiative des académies, les grands organismes et agences nationaux de financement de la recherche se sont regroupés dès 2009 au sein du Belmont Forum² afin de dégager une vision stratégique vers des actions communes d'implémentation. Ces éléments sont résumés dans le Belmont Challenge White Paper³.

En particulier, il est recommandé de mettre en place des mécanismes d'intégration passant par le développement d'une recherche collaborative internationale et interdisciplinaire. Il est préconisé de mettre en place un réseau international de centres d'excellence liant les grandes régions du monde et les disciplines (sciences humaines et sociales, sciences de la vie et de la terre, sciences de l'ingénieur, santé) sur les enjeux de gestion des changements environnementaux.

Ceci nécessite de mettre en place de tel centre dont les noyaux d'accrétion pourraient être des hôtels à projet interdisciplinaire en science du Système Terre, à très forte visibilité internationale. L'émergence de quelques structures en France de ce type permettrait de dynamiser les recherches françaises et renforcer considérablement leur visibilité. Dans ce contexte, si des initiatives sont d'emblée au top international sur des niches porteuses, elles sont à soutenir sans réserve.



Patrick MONFRAY
Représentant du CNRS au sein du Belmont Forum,
Conseil Principal de l'IGFA⁴

¹ <http://www.icsu.org/publications/reports-and-reviews/grand-challenges>

² <http://www.igfagcr.org/index.php/belmont-forum>

³ http://www.igfagcr.org/images/documents/belmont_challenge_white_paper.pdf

⁴ <http://www.igfagcr.org/index.php/bf-members>

Monsieur Richard DESCOINGS
Directeur de l'Institut d'Etudes Politiques de Paris
Directeur du projet d'Idex Sorbonne Paris Cité
27 rue Saint Guillaume
75007 Paris

Monsieur Jean-François GIRARD
Président du PRES Sorbonne Paris Cité
190 avenue de France
75013 Paris

3, avenue Victoria
75184 PARIS Cedex 04
Standard : 01 40 27 30 00
Télécopie : 01 40 27 55 77
secretariat.dg@sap.aphp.fr

Paris, le 25 AOUT 2011

LA DIRECTRICE GENERALE

Monsieur le Directeur,

D2011-4485

L'Assistance Publique - Hôpitaux de Paris a suivi avec beaucoup d'intérêt la constitution du PRES Sorbonne Paris Cité qui regroupe trois universités dotées d'UFR en santé parmi les plus prestigieuses du pays. En effet, plus de 50% des capacités hospitalières de l'AP-HP sont déployées dans des Centres hospitaliers et universitaires dont des établissements du PRES sont partenaires.

L'AP-HP a accepté de s'associer au PRES et à l'INSERM pour la présentation aux Investissements d'avenir du projet *Imagine*, labellisé Institut hospitalo-universitaire (IHU), et du projet Saint-Louis retenu au titre d'IHU « prometteur ». Par ailleurs, l'AP-HP est impliquée à différents titres dans d'autres projets du PRES retenus au titre des Investissements d'avenir (Labex, Cohortes,...).

Le PRES Sorbonne Paris Cité a également joué un rôle déterminant dans la préparation du projet de Société d'accélération du transfert de technologie (SATT) « Ile-de-France Innov » qui a été accepté par les instances en charge des Investissements d'avenir. L'AP-HP a déjà envisagé de prendre toute sa place au sein du Conseil d'administration de cette SATT dont la thématique principale se déploie dans le champ biomédical.

Compte tenu de ces éléments, je reste fort attentive au projet déposé par le PRES Sorbonne Paris Cité dans le cadre des appels à projets des Initiatives d'excellence.

J'ai bien noté que ce projet est conçu en particulier dans la perspective ambitieuse d'utiliser l'effet de levier de l'excellence au sein de Sorbonne Paris Cité pour transformer dans les quatre ans le PRES en une grande université parmi les meilleures aux plans européen et mondial.

Je tiens par ce courrier à vous confirmer le soutien que l'AP-HP entend apporter à ce projet et à vous assurer de mon engagement dans le succès de votre entreprise. Il s'agit, dans un premier temps, de la labellisation de l'Initiative d'excellence, puis dans un second temps, de la contribution à la structuration et à la montée en puissance des activités hospitalo-universitaires de Sorbonne Paris Cité dans les domaines de la médecine, de la pharmacie et de l'odontologie, y compris dans leur dimension transversale de la santé publique.

Consciente du rôle réaffirmé qui est joué par les universités dans la dynamique hospitalo-universitaire, l'AP-HP a entrepris de négocier et de signer avec ses partenaires des conventions constitutives de CH et U et des contrats d'objectifs. A ce titre une convention a été signée avec l'université Paris Diderot en 2007 et une seconde, assortie d'un contrat d'objectifs stratégiques avec l'université Paris Descartes en mars 2011.

Je souhaite aujourd'hui que l'AP-HP conclut également avec Sorbonne Paris Cité, un contrat d'objectifs stratégiques dans lequel le PRES, ce nouvel ensemble universitaire en devenir et le CHU préciseront les domaines particuliers où les collaborations hospitalo-universitaires doivent encore se renforcer.

Je me félicite, Monsieur le Directeur, de la dynamique qui s'affirme entre nos établissements et je renouvelle tous mes vœux pour un plein succès de cette candidature à l'appel à candidature « Initiative d'excellence ».

Je vous prie de croire, Monsieur le Directeur, à l'expression de ma meilleure considération.

Bien à vous



Mireille FAUGERE

Herrn Prof. Dr. Jean-François Girard
Präsident des Bündnisses für Forschung und
Hochschulbildung « Sorbonne Paris Cité »
190, avenue de France
75013 Paris
FRANCE

Dean
Prof. Dr. Annette Grüters-Kieslich

Phone: +49 30 / 450 570 252
Fax: + 49 30 / 450 570 952
v-dekan@charite.de

Berlin, 16. September 2011

Sehr geehrter Herr Präsident, sehr geehrter Herr Prof. Girard,

seit langer Zeit ist die Kooperation zwischen Deutschland und Frankreich in Wissenschaft, Forschung und Medizin ein wichtiger Bestandteil der Beziehungen zwischen unseren beiden Ländern. So existiert der Austausch zwischen der Charité - Universitätsmedizin Berlin und verschiedenen Universitätskliniken von Paris, insbesondere innerhalb der Universität Paris Descartes, seit fast 10 Jahren und hat sich seither ständig verstärkt. Unsere beiden Institutionen, Sorbonne Paris Cité und die Charité - Universitätsmedizin Berlin, sind Partner in der M8 Allianz und Motor des seit 2009 jährlich in Berlin stattfindenden Weltgesundheitsgipfels. Schließlich haben unsere beiden Länder beschlossen, den Fokus auf die Wissensgesellschaft und die Unterstützung von Forschung und Hochschulwesen zu stärken.

Diese Entwicklung erfordert den Ausbau unserer Zusammenarbeit. Ich sage Ihnen daher gern die volle Unterstützung der Charité - Universitätsmedizin Berlin für das Projekt der Exzellenzinitiative „Universität Sorbonne Paris Cité“ zu, welches neue Perspektiven zwischen den Universitäten von Paris und Berlin eröffnen wird.

Mit freundlichen Grüßen



Prof. Dr. Annette Grüters – Kieslich
Dean

MINISTÈRE
DES
AFFAIRES ÉTRANGÈRES
ET
EUROPÉENNES

RÉPUBLIQUE FRANÇAISE

Paris, le 13 septembre 2011

—
Le secrétaire général
—

SG/2011-573

Monsieur le Président,

J'ai lu avec attention votre courrier du 6 septembre dernier, qui faisait suite à votre participation aux dernières réunions des conseillers de coopération et conférence des ambassadeurs.

Comme vous le soulignez, le ministère des Affaires étrangères et européennes compte en effet de nombreux agents dont tout ou partie de la formation a été assurée par certains établissements membres du pôle de recherche et d'enseignement supérieur Sorbonne Paris Cité, notamment l'INALCO et Sciences Po. Je peux constater l'excellence des formations dispensées par ces établissements au travers de la grande qualité des agents qui, après y avoir été formés, choisissent la carrière diplomatique.

Le ministère des Affaires étrangères et européennes et le pôle que vous présidez ont ainsi un certain nombre d'intérêts communs et c'est donc très volontiers que je vous assure du soutien de cette administration au projet que vous présentez au Commissariat général aux investissements dans le cadre des Initiatives d'excellence (IDEX).

Je vous prie d'agréer, Monsieur le Président, l'assurance de ma considération distinguée.



Pierre Sellal

Monsieur Jean-François Girard
Président Sorbonne Paris Cité
190, avenue de France 75013 Paris

M Richard Descoings
Directeur de Sciences Po
Directeur du Projet IDEX Sorbonne Paris Cité

12 September, 2011

Dear M Descoings,

Following recent discussions with Grégory Quenet, I am pleased to express my interest in your project to develop an Institut des Politiques de la Terre. I understand that this will be part of a proposal for support under the IDEX scheme (for Initiatives of Excellence) and, in this context, I confirm that its vision fits very well with ICSU's plans for a major new interdisciplinary initiative on research for global sustainability.

The focus of the new ICSU initiative is integrating the natural and social sciences and humanities and working with other key stakeholders, including policy-makers and the business sector, to address the Grand Challenges facing humanity (see <http://www.icsu.org/publications/reports-and-reviews/grand-challenges/>). It will build on the strengths of the existing, ICSU-sponsored global change research programmes and expand these to include new institutes and networks. The Initiative is being co-designed with several partners, including various UN organisations and the Belmont Group of national research funding agencies, which includes ANR in France.

I was particularly impressed with the benchmarking study of different international interdisciplinary institutes that you conducted to inform the development of your proposed Institut. If you are able to build on 'secrets of success' that this study has identified in some of the current world-leading centres, then I expect that your own Institut, should soon be at their level. Your plans to integrate interdisciplinary research, education and outreach/expertise from the outset, can help fill an extremely important niche at the international level.

I wish you every success with your project and look forward to it making an important contribution to global research on sustainability over the next decade.

Yours sincerely,



Carthage Smith
Deputy Executive Director

5 rue Auguste Vacquerie, 75116 Paris, France
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Professor Stephen Dovers
Director
The Fenner School of Environment and Society
Forestry Building #48
Canberra ACT 0200 Australia

T: +61 2 6125 4588
F: +61 2 6125 0651
E: stephen.dovers@anu.edu.au
www.anu.edu.au

14 September 2011

M.Richard Descoings
Directeur de Sciences Po
Directeur du Projet Idex Sorbonne Paris Cité

Dear Dr Descoings,

The Fenner School of Environment and Society, through myself and other senior colleagues, participated in the study led by Sciences Po exploring the best and most innovative centres of excellence in pluridisciplinary environmental studies around the world. We were most impressed by the methodology used and the vision developed thanks to this unique world review and the objective to elaborate a strategic plan adapted to the specific French context. Having discussed the project later with Dr Quenet, I am convinced that the project developed an unprecedented knowledge base of structures and strategies in this field: an excellent basis from which exciting proposals have been developed.

The Institut des politiques de la Terre is very consistent with the vision, mandate and specific activities of the Fenner School as they exist and are currently being further developed here and with our partners at ANU such as the Climate Change Institute and the Australian National Institute for Public Policy. The interface between research, education and public policy in the domain of environment and sustainability is complex, challenging, and enormously important, and the Institut has great potential in this area.

I support strongly the project of the Institut des politiques de la Terre, wish the enterprise the best, and look forward to ongoing contact and collaborations.

Yours sincerely,



Stephen Dovers.