

*Seminar on the Spanish Campus of International Excellence Initiative
Granada, April 9 2015*

The excellence initiative in France

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Programme Investissement d'Avenir (PIA) Investment Program for the Future

Rocard-Juppé report (2009) : “Investing for the future. Strategic investment priorities and national loan.”*

PIA launched in 2010, 35 bn € (loan 22 bn € + banks)

Areas concerned : energy transition (renewable energy, transport, ...), IT, health, employment, equal opportunities, urban planning, housing, industry, small and medium enterprises.

Targets : reorganisation of HE and research institutions, laboratories, institutes of applied research, new generation of nuclear reactors, thermal renovation of buildings, industrial demonstrators, research valorisation agencies.

*: <http://www.ladocumentationfrancaise.fr/var/storage/rapports-publics/094000547/0000.pdf>



Programme Investissement d'Avenir (PIA) Investment Program for the Future

2010: Commissariat Général à l'Investissement (CGI)

5 priorities:

HE: 11.9 bn €

Research: 7 bn €

Industry and SME's: 6.5 bn €

Sustainable development: 5.1 bn €

IT: 4.5 bn €

**21.9 bn € for HE and research
including 6.87 bn €
available
and 15.03 bn € as capital
(annual interest rate 3.413 %)**

... large set of actions

Operators: National Agency for Research (ANR), CDC, CEA, ONERA, ANDRA



Plan Campus (2008)

First excellence initiative: renovation of real estate of a limited number of French universities

Initial amount: 5 bn € (from a sale of 3% of EDF stocks)

First call for projects: 46 applications, 6 selected: Bordeaux, Lyon, Strasbourg, Montpellier, Grenoble and Toulouse.

Second call, 20 applications, 4 selected : Aix-Marseille, Paris Condorcet, Paris Saclay, Paris intra-muros.

Recovery plan (2009): Nancy-Metz and Lille

More: “promising campus” and “innovative campus”

Some difficulties:

The sale of stocks brought 3,7 bn € and 1,3 bn € were added in 2010 (PIA) to reach the 5 promised bn €

Implementation of private-public partnership



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Main actions concerning universities:

Idex: excellence initiative (7.7 bn €)

Labex: laboratory of excellence (1)

Idefi: excellence initiative for innovative education (0.15)

National fund for valorisation (0.95)

IRT: Institute for technological research (2)

Carnot Institutes (0.5)

IHU: Hospital-university institute (0.85)

Campus plan (1.3)

Saclay site (1)

Health sciences and biotechnology (1.55)

Equipex (1)

Space research (0.5)

...



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I dex:

To promote 5 to 10 multidisciplinary centers of excellence in HE and research in France

... on a given territory, clusters including HEI, universities and schools, research agencies, partner enterprises ... focus on excellent, internationally recognized scientific teams, covering several disciplines and on innovative education.

First call (2010), 17 applications, 3 selected (2011): Bordeaux, Strasbourg, Paris Sciences Lettres

Second call (2012), 5 selected: Sorbonne universités, Sorbonne Paris Cité, Saclay, Aix-Marseille and Toulouse

700 to 950 m€ (Capital funds)

Follow-up (ANR): during the first 4 years, support through interest funds, evaluation, recommandations.

The capital will be granted to I dex after this period if the requirements are met.

NB: Lyon and Paris HESAM have been given respectively 27 and 18 m€ funding (encouragement to reach the I dex level)



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Idex : emphasis on governance

Ex: Bordeaux

Partners: U. Bordeaux (merger of 3 universities), U. Bordeaux Montaigne, INP Bordeaux, Sciences Po Bordeaux, Bordeaux Sciences Agro, CNRS, INSERM
Management Board (28 members): founders, associates, entreprises, experts
Strategic committee (5 international): Mc Gill, EPF Zürich, Lausanne, München, Madrid
Executive committee (6)

Themes : excellence of research (25%), innovative training (13%), outstanding transfer and knowledge (12%), attracting and developing talents (22%), internationalization (13%), an innovative digital campus (5%) and management costs (10%)

<http://idex.u-bordeaux.fr/News/Programme-IdEx/Une-gouvernance-integree/r882.html>



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Labex : 2 calls (2011 and 2012)

To support the best research laboratories (or teams) or network of laboratories (only those ranked A+ and eventually A by AERES can apply)

171 have been selected, 77 benefiting already from Idex funding were given the Labex label but no new funds, 19 in Lyon and Paris HESAM (no funding) and 75 were actually funded.

**Total funding reached 1.93 bn € (including 1.8 in capital)
4 year follow-up (before capital transfer?)**



Investissements d'avenir

Laboratoires d'excellence vagues 1 et 2

Localisation de sites concernés par les laboratoires d'excellence du programme des Investissements d'avenir (1ère et 2ème vagues d'appel à projets)

Secteurs des projets

Vague 2 Vague 1

■ □ Sciences de la Matière et de l'Énergie

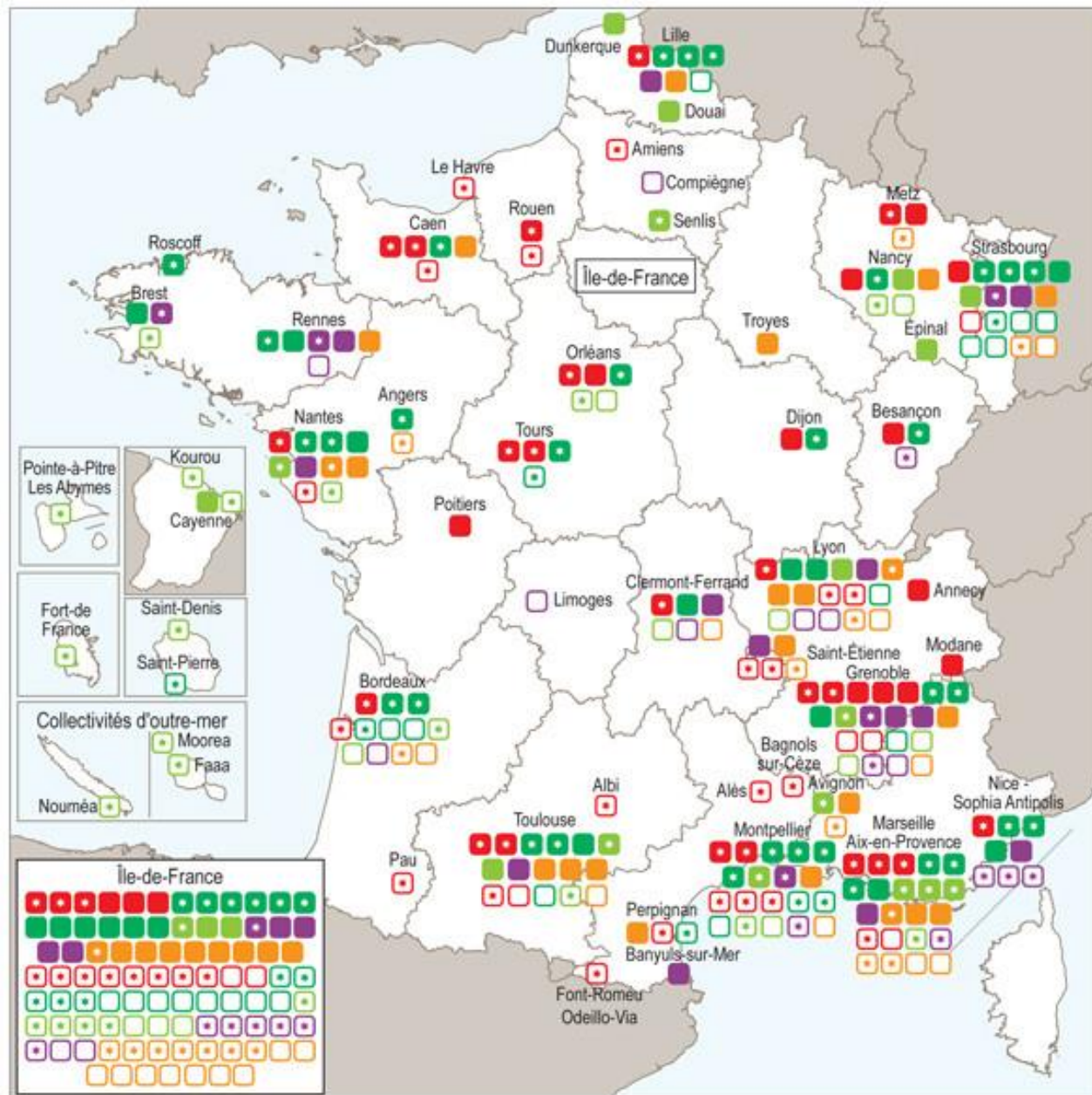
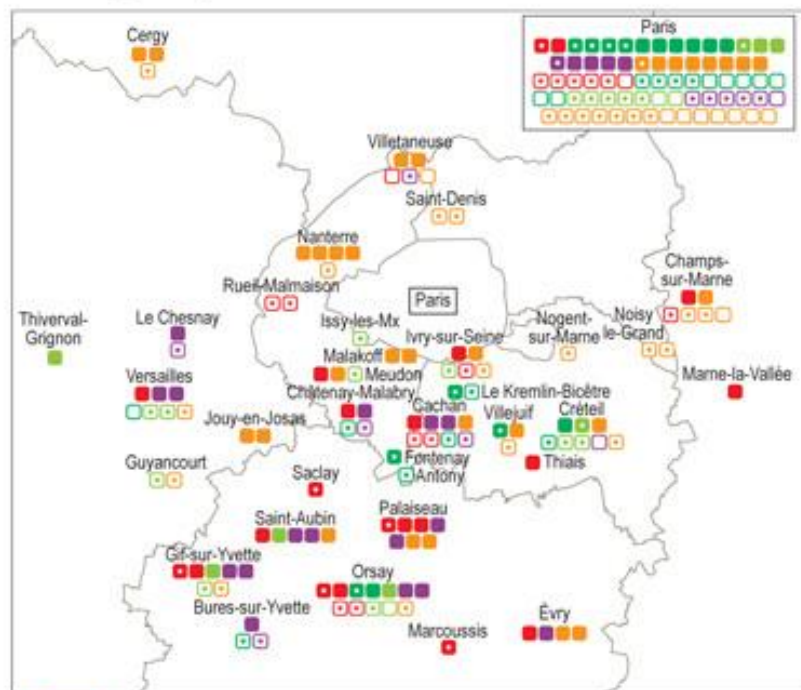
■ □ Sciences de la Vie et de la Santé

■ □ Sciences du système Terre-Écologie-Environnement

■ □ Sciences du Numérique et Mathématiques

■ □ Sciences Humaines et Sociales

⊙ Projets en réseau



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Equipex : 2 calls (2010 and 2011)

93 have been selected 400 m€ available funds (initial equipments) and 600 m€ in capital (for operation running and further equipments)



Idefi (2011) ;

To support initiatives to renew HE, including through demonstrators, at all levels, of student training: new curricula, new tools, new syllabus and new methods

37 selected projects (8 already labelled Idex), 136 m€ available funds (12 projects in human sciences, 9 material sciences and engineering, 6 in life sciences, health, agronomy and ecology, 10 multidisciplinary)

Ex: Idefi CMI-FIGURE (rank 1rst, 10 m€ over 8 years)

A 5 year research based master degree in engineering with an enriched syllabus of regular bachelor – master degree in science , 25% of the program is dedicated to projects and internships, 20% to human and social sciences, ...

Over 20 universities are involved and 68 CMI have been given the label by the network (20 more in 2015)

17 different disciplines: mainly sciences and technology but also finances, management, geography



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Universities members of the Figure network (2014)



PIA 2: IDEX, I-SITE

IDEX: same as for PIA1

To support 2 to 4/5 new projects

PALSE (Projet Avenir Lyon Saint-Etienne) and PNM/HESAM (Paris Nouveaux Mondes) expected to apply

I-SITE (Initiative Sciences – Innovation – Territoires – Economie)

Same principles but more focused on specific domain(s) with strong emphasis on partnerships with enterprises, entrepreneurship, vocational training (including LLL)

Call 01/2015, preselection 04/2015, final application 09/2015, final selection 01/2016

International panel (J-M Rapp, president)

3.1 bn € (capital funds), annual interest rate 2.496%

Same 4 year follow-up



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Criteria:

Same reference to institution in published papers, high level researcher recruitment, participation in leading european projects

Pooling and sharing: research strategy, support of emerging new high quality research laboratories, doctoral schools

HEI reorganisation (partnership, merger)

High potential for partnership, transfer, innovation, entrepreneurship, ...

Toward an integrated training curricula and policy (including ICT), innovative projects (all levels)

International attractivity and cooperation

Student support services (alumni management)

... and governance ...



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IDEFI-N:

To support ca 15 projects (12 m€ available funds over 3-5 years) in order to develop e-learning

End of call: 03/2015

Targets: Moocs, on-line degree courses, new tools, new methods incorporating IT, LLL, ...

Issues: visibility, attractivity, mobility, flexibility, individual courses, renewal of training practices, ...

Emphasis on governance of the project



HEI reorganisation and COMUE :

New law (2013) : replacement of PRES (Pôle de recherche et d'enseignement supérieur) by COMUE (Communauté d'universités et d'établissements)

Structures: EPSCP (same as universities)

Academic territory

Single 5-year contract with ministry of HE and research (common part and individual parts)

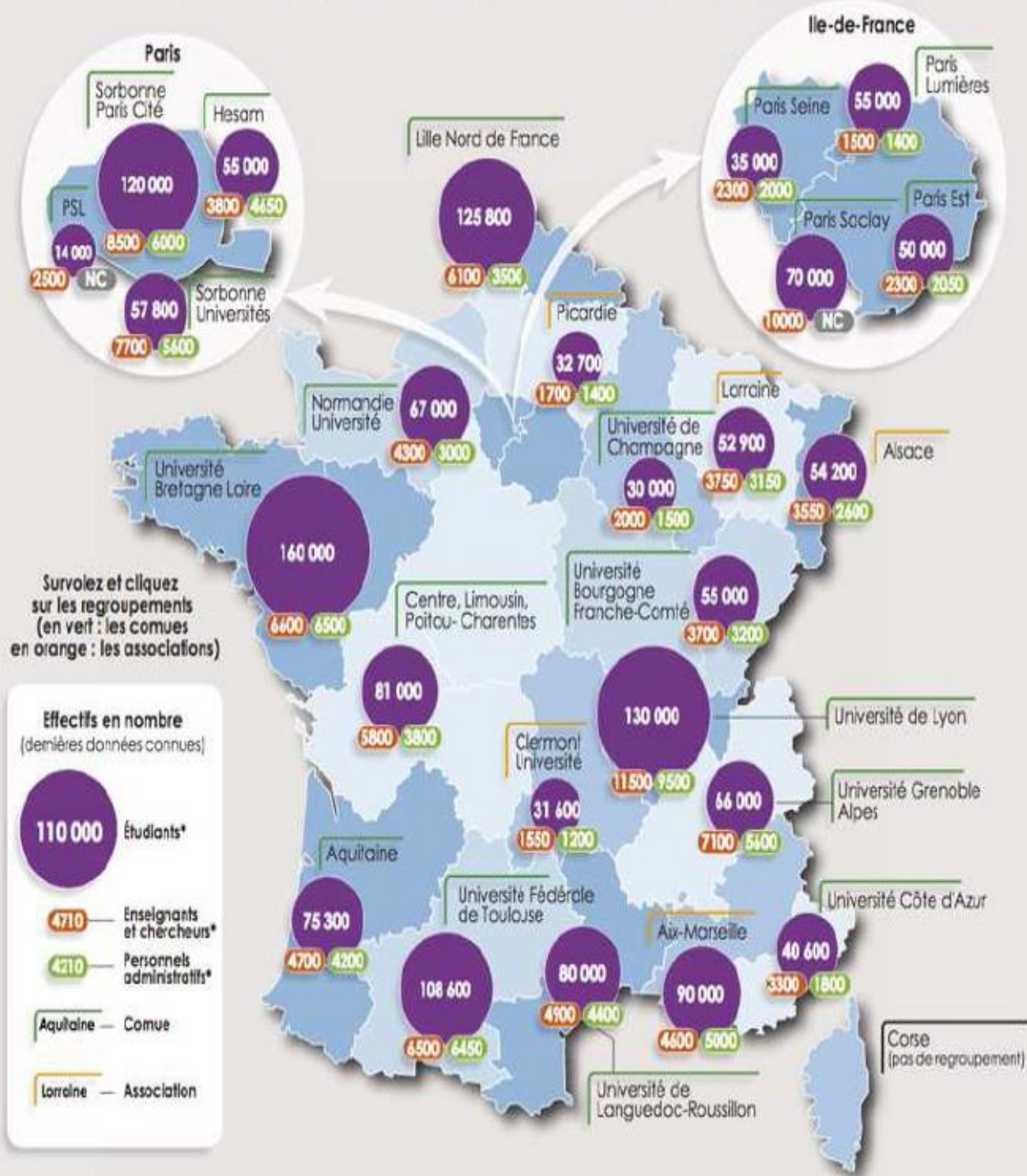
Numerous initiatives (including merging of universities) in a dynamic environment (reorganisation of regions, departments and cities)

Goals: better territorial coordination on research and HE, higher international visibility, ...

... but danger of complexity, difficulties to run operations in a large, non homogenous territory, “equilibrium” between excellence and territory organisation



LA CARTE DES REGROUPEMENTS UNIVERSITAIRES



Conclusion

**The excellence initiative PIA1 is now implemented, as well as its follow-up
Some programs have suffered delay due to different reasons (i.e. a change in university leaders in 2012, governance issues, ...)**

A recent report (March 2015) to the National Assembly (Hetzel-Claeys) has pointed out:

- the project selection methodology is good but must be simplified**
- the governance of the projects is relevant**
- the follow-up should be simplified**

IDEX has provided a better partnership which promises profound changes in the near future.

New challenges : PIA does not take into account the regional planning (will the I-Site be the answer?), transfer of capital funds ?, some areas not covered (oceanography, ...), ...

IDEX vs COMUE?



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Gracias – Merci -Thank you – Dank u

Si tout ici-bas était excellent, il n'y aurait rien d'excellent.
Denis Diderot

