

<i>Evaluation summary</i>		<i>Grades</i>
Research, education, and innovation	1. Research excellence	A
	2. Teaching excellence	A
	3. Innovation	A
Institutional transformation	4. Target university	B
	5. Campus and student life	B
	6. International visibility	A
Change management	7. HR policy	C
	8. Partnerships (academic, NROs, business)	B
	9. Governance and project management	B

## *Proposition of decision for the end of probationary period*

Extend for 2 years

## *Global appreciation of the project and area for improvement*

After a bumpy start, Sorbonne University appears to be getting back on track. Despite Peridex and institutional changes, IDEX initiatives to build a common culture and shared vision among partner institutions, through concrete actions, has begun to pay off. The jury remains impressed by the research excellence of the partners, as well as innovative programs undertaken to improve teaching. The new roadmap, which has been recently developed, appears to be realistic and feasible. However, its realisation is imperative, and should be monitored closely, particularly in light of the failure to implement the initial proposed project. Thus, the jury recommends that the probationary period be extended for an additional two years, to ensure that the target university is truly created as planned in January 2018. Intermediate milestones, such as the development of a common HR policy and budget, should be closely monitored.

## Evaluation summary

<b>1. Research excellence</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
The target university has a very strong scientific potential. Paris VI and INSEAD, as well as Paris IV are leading universities and schools in their respective domains. IDEX funding has been used effectively to develop leading – edge transdisciplinary research programmes and projects involving the partner institutions.	Take advantage of the planned merger to further expand interdisciplinary collaborations. Ensure the full implementation of a common signature, as planned.
<b>2. Teaching excellence</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
Real progress has been made in transforming undergraduate education programs, as was announced in the original IDEX proposal. Development of common pedagogical resources has been sponsored by IDEX funds, and the use of flipped –classrooms and digital resources signals a commitment to innovating in teaching. NROS, external experts, and entrepreneurs are involved in undergraduate education, illustrating an openness to new methods and approaches.	Further expand teaching offer in English, especially at the Masters level.
<b>3. Innovation</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
The Idex has launched several initiatives: the SATT Lutech; an incubator Agoranov; a multisectorial fund Quadrivium; and benefits from the knowhow of Compiègne. These advantages are contributing to Idex plans for a second innovation park in Paris. INSEAD and Compiègne have entrepreneurship programs; PEPITE is a program for student entrepreneurship. On the whole, SUPER has facilitated a much greater impact in terms of technology transfer, exploiting complementarities among members, and potentiating synergies between science, medicine and technology.	Everything being in place there is now room for even further improvement in terms of startup creation, licensing and deriving full benefit from an interdisciplinary approach. Support for involvement of students and professors in start-ups should be sustained.
<b>4. Target university</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
There has been a significant delay in creating the Target University due to mixed commitments on the part of members of the original IDEX project. This resulted in a breakup of the original consortium with UPMC and Paris Sorbonne deciding to continue with the process using a new strategy. There appears now to be a strong will to move rapidly towards creating the Target University, as demonstrated by the very recent presidential elections, where both elected Presidents ran on a campaign platform that included the goal of a merged university. As well, the renewed commitment was demonstrated through joint projects and actions. The aim of a « one name and a president of one legal entity » seems attainable, particularly as the partners have little overlap in their academic fields and thus significant opportunities for innovative initiatives that will benefit them both.	Pursue vigorously the process to arrive at the merged university and increase both the breadth and depth of concrete joint initiatives that are the real building blocks of the new university.
<b>5. Campus and student life</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
Several interesting initiatives have been launched towards creating a better campus life. There is a common students card and a common graduation ceremony. Part time student jobs have been created and entrepreneurship and innovation are supported. Student associations are encouraged and buildings dedicated to student life have	Develop Key Performance Indicators to assess the quality of campus and student life, including for the sense of belonging of students.

<p>been remodelled. Student housing is a priority but has been delayed. An international students' house is partially achieved. Merit grants for needy students are being deployed. The sense of belonging is, however, unclear.</p>	
<p><b>6. International visibility</b></p>	
<p><b>Grade justification</b></p>	<p><b>Areas of improvement – necessary amendment</b></p>
<p>SUPER has been very successful in capitalizing on the internationally recognizable brand “Sorbonne” in order to effectively merge the international activities of two universities. It has established both a Europe office, which has boosted success in obtaining European grants, and a common offshore presence in Abu Dhabi; has developed several new axes, especially in the direction of Singapore and Brazil; as well as strategic partnerships on the one hand with comparable Francophone institutions such as the universities of Montreal, Geneva and Brussels and on the other with top-ranked Chinese and Mexican universities. A strategic committee meets monthly to plan and coordinate international activities.</p>	<p>Further efforts should concentrate on developing a more cohesive international strategy focusing on priority targets and on securing a richer English-speaking offer</p>
<p><b>7. HR policy</b></p>	
<p><b>Grade justification</b></p>	<p><b>Areas of improvement – necessary amendment</b></p>
<p>SUPER failed to achieve the institutional reforms that would have led to a single employer, but they have reaffirmed their intention to do this in 2018. They announce their intention to place all HR functions under the President, and to define a shared HR policy. They have already used IDEX funds in creative ways and have attracted high-level researchers, the challenge now is to secure these and future staff.</p>	<p>Define an HR strategy for SUPER, post-merger (2018), which will leverage existing human resources. Exploit the full potential of the law in designing and implementing new mechanisms to attract and retain top talent.</p>
<p><b>8. Partnerships (academic, NROs, business)</b></p>	
<p><b>Grade justification</b></p>	<p><b>Areas of improvement – necessary amendment</b></p>
<p>Industrial Chairs connected with LABEX and EQUIPEX have been used to engage socio-economic partners and some joint labs with companies have been established. More specifically IDEX funds have been used to establish three industry partnerships programs. External partners are represented in only one advisory committee. Strong support from CNRS is an asset.</p>	<p>The representation of external partners in advisory committees needs to be increased.</p>
<p><b>9. Governance and project management</b></p>	
<p><b>Grade justification</b></p>	<p><b>Areas of improvement – necessary amendment</b></p>
<p>The governance structure of SUPER has not yet been fully established due to the slow start and change in direction. However, IDEX resources pooled between Paris Sorbonne and UPMC have been well managed to create communities through research and inter-disciplinarity and innovation in teaching. The new university will be a tool for further change. The governance structure of the Target University appears reasonable, with a separation of decisional and strategic powers from operational ones, the former resting in the presidency and the latter in the faculties and institutes.</p>	<p>Move quickly to put in place the governance structure and processes of the Target University. Continue efforts to increase performance assessment capacity and accountability</p>