

IDEX PIA1

Project name

END OF EXTENDED PROBATIONARY PERIOD

EVALUATION FILE – 2020

End-of-Extended-Probationary-Period Evaluation Report IPS

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1. PROGRESS STATUS

A key change since December 2017: the creation of the target university, Paris-Saclay University

Since our previous report at the end of 2017, we have systematically implemented the changes following from the document describing the main features and trajectory of our target university ("Modèle cible" document):

- the leadership teams of the partner institutions have translated the 2017 layout into proper bylaws, fitting in the new legal framework set by the 2018 Ordinances. Those bylaws have been published on November 5th, 2019, and came to full effect on January 1st, 2020;
- the academic and administrative communities as a whole have been hard at work within many thematically-focused work groups to design and implement the corresponding service and academic structures (during the design phase, c. 20 work groups gathering 15 to 20 persons have met on a weekly basis, under the supervision of the steering committee and of the directors of services).

As a result, Paris-Saclay University was created on January 1st 2020 as a single full-fledged university which:

- replaces the former COMUE and the Université Paris-Sud;
- integrates "grandes écoles" as components-institutions¹, with a corresponding modification of their decrees: AgroParisTech, CentraleSupélec, the École Normale Supérieure Paris-Saclay (ENS Paris-Saclay), the Institut d'Optique Graduate School (IOGS) ;
- integrates the Institut des Hautes Études Scientifiques (IHÉS) in its quality of public interest foundation.

Université Évry Val d'Essonne (UEVE) and Université Versailles Saint-Quentin (UVSQ) currently have the status of associated member universities (*universités membres associées*). A specific convention creates the adequate framework for the teams to work together and pave the way for the 2025 merger.

Finally, six national research organisations (NROs) - CEA, CNRS, INRAE², INRIA, INSERM, ONERA - are closely involved within the governance of the institution in general as well as that of the academic structures at all levels. They take part in major decisions, are involved in the definition of strategic orientations and contribute, within their national mandate, to the development of the scientific strengths of Paris-Saclay.

¹ Following the possibilities opened up by the December 2018 Ordinances.

² INRA and Irstea merged into INRAE in 2020.

Paris-Saclay University thus creates an original model in the French university landscape, which relies on the assets of the universities, *grandes écoles* and NROs to bring research and education closer together, foster interdisciplinarity, and better meet social challenges together with its socio-economic partners.

Major transfers of competences

The *grandes écoles* have fully transferred to the Paris-Saclay University their competencies regarding the national degrees of the Bologna framework (Bachelor, Master and Doctorate) and coordinate all degrees as defined in the bylaws article 5. [Si signature de l'ensemble des diplômes par la Présidente de l'Université, l'indiquer ici.]

In research, Paris-Saclay University is now the referring authority (*tutelle*) for all research laboratories - except for units under the exclusive responsibility of NROs.

As outlined in 2017 and stated in the 2020-2024 contract with the State (cf. appendix and part 3), the university governing bodies have acquired new competences over human resources and budgetary decisions:

- the 2018 Ordinance maintains the responsibilities that institutions have as employers. However, the different employers share the university-wide HR policy, based on:
 - a *HR recruitment charter*, which sets the overall quality framework applicable to all recruitments done by all components, *grandes écoles*, member universities (hereafter collectively referred to as "parties");
 - a *HR conference to coordinate (or to lead a common policy on) the recruitments*: organised on a yearly basis, it provides an overall multiyear vision on the positions to be opened and provides the opportunity to discuss about job profiles and pool resources on priority areas. The HR conference also involves the National Research Organisations - a *sine qua non* condition to have a full vision of the HR trends within Paris-Saclay University;
- every year, a Budgetary Guidance Letter (*Lettre d'orientation budgétaire*) outlines the structure of the budget that has to be built by the parties, translating the shared multiyear objectives of the whole university. As detailed below in section 2.1, the President may set up an audit committee on the parties' budgets if they do not comply with the outline of the Budgetary Guidance Letter (bylaws, articles 10 and 31). Details regarding the budget process are provided in section 2.1.

Governance

The governing bodies of the new institutions are designed to ensure leadership capacity, coherence of vision, and agility of implementation.

- The Board is the main decision-making body of the university, and is ultimately responsible for strategic directions and decisions. It is comprised of 18 members elected by the whole Paris-Saclay University community, and of 18 nominated members. The Board elects the President of the University, who is the official representative of the university towards for all external parties. The President may be elected from among the members of the Board or outside. In the latter case, the Board consists of 37 members.
- Comprising of a majority of members elected from the whole community, the Academic Council provides an opinion on major issues such as the accreditation of the education offering, the profile of positions opened to recruitment and the multiyear contract with the State. The Academic Council consists of a research and an education commission that are charged with the breakdown of funds to finance research and education respectively, and with the incentives to promote the dissemination of scientific information and the measures to provide guidance for students.
- A Steering Committee brings together the heads of the parties and implements as executive body the strategy decided by the Board.
- A committee of component-institutions deals with the issues related to legal entities (article 29).
- The President of Paris-Saclay University or her representative is a member of the Board of *grandes écoles* (article 34).

Academic structures

The new institution relies on a set of academic structures which ensures the integration of our teaching & research activities and reflects strategic choices to organize thematic and disciplinary strengths:

- 17 thematic Graduate Schools & 1 Institute elaborate and implement the research, education and transfer strategy around a specific thematic or mission. The profile of the GS translates institutional choices³. They are the place where the communities from the initial founding institutions meet, work together, design and implement the academic & research trajectory in a bottom-up fashion. They offer Master and PhD degrees, and create a strong international visibility, through innovative graduate programs and PhD tracks. (Bylaws, art. 36 and 37).
- The educational offer of Paris-Saclay University also includes a set of highly selective undergraduate programmes based on multidisciplinary

³ For instance: one Graduate School gathering the width of strengths in physics; one Graduate School regrouping agriculture and ecology; etc.

training (as of 2020, 14 such double-degrees curricula will be offered by Paris-Saclay University).

- The *Ecole Universitaire de Premier Cycle Paris-Saclay* offers a wide range of attractive undergraduate degrees, designed to promote student success - 17 *Licence*, 36 *Licence Pro* and 5 *DUT* will be delivered by the Undergraduate School from 2020 on.

All these structures will be fully operational from September 2020 onwards: the creation of the GS & Institute has been approved by the Board of Paris-Saclay University on April 2020. The internal regulations applying to the Undergraduate School and the framework for the GS & Institute's regulations have been approved⁴. The internal regulations for each GS & Institute **have been approved** by the Academic Council and the Board⁵.

Strategies for research, teaching and international reach

The 2017 layout presented the institutional trajectory as well as the academic trajectory which drives the project. The SFRI and IDÉES calls for projects⁶ in the first semester 2020, followed by the negotiation of the multiyear agreement with the State, to be signed in the Autumn 2020, provided opportunities for spelling out our strategies in more details, assessing our progress and identifying the future steps to be taken.

- Education: our ambition is to develop a coherent, highly visible, research-based educational offer throughout Paris-Saclay University, which opens up students to the international context. The previous years have enabled major steps with the complete redesign of the offer at the PhD, and, then, at the Master levels. The on-going steps consist in: (1) implementing the undergraduate offering, which is a success milestone, with both the double degrees of Paris-Saclay University and the degrees developed by the Undergraduate School, offered as of 2020; (2) developing internationally visible and attractive programs within our GS & Institute. Innovative teaching & learning, internationalisation, students' guidance and success are paramount.
- Research: accounting for 13% of the French research potential, Paris-Saclay University organizes its labs to support scientific excellence, the emergence of new topics and collaborations at the interfaces. Synergies

⁴ Votes on May 2020: *Comité technique* with 7 votes in favour and 4 against; Board xxxxxx.

⁵ Votes on July 2nd and July 6th.

⁶ Published in the Autumn 2019 for an application early Spring 2020, the SFRI and IDÉES calls for projects were specifically dedicated to IDEX/I-SITE universities, and supported respectively the development of research-based graduate education, and any other strategic project for the development of highly visible research-intensive universities.

and mutual knowledge have significantly grown thanks to the IDEX actions and the work done by the previous “departments”. Dedicated talent schemes have promoted international attractiveness. Our aim is now to improve coordination and visibility, showcasing 7 key socio-economic challenges: Health & well-being; Energy, climate, environment, sustainable development; Biodiversity, agriculture, food; Digital transformation & AI; Transportation & mobility; Aeronautics & space; Industrial renewal. We also take an active role in the structuration of research strengths at the national level, with a specific support from the NROs in this respect (e.g. recent initiative on quantum technologies).

- Transfer: we are aware that UPSaclay is part of an exceptional ecosystem. One of our objectives is to accelerate the transfer of knowledge and collaborative projects from our labs to industrial partners, easing their access to labs and GS & Institute, and to a wide range of skills in the university. In recent years, we have experienced significant progress and achievements such as the AIDA agreement with IBM about AI or the interdisciplinary centre for quantum technologies with Thales, Atos, EDF, Air Liquide and IBM. In the next future, we meet the challenge of making some dedicated instruments more coherent (SATT Paris-Saclay, Incuballiance, etc.) and increasing the visibility of academic skills and tools available to industrial partners. The creation of a series of “business developer” positions, as a part of our IDEES proposal, will contribute to this goal.
- Student life and campus life: quality of life on campus is a key part of student’s success, staff’s wellbeing, and feeling of belonging. These key issues have been at the heart of our IDEX project from the very beginning. Since, there are a number of impressive achievements: unique portal for student housing, shared athletic premises, support to student associations, etc. The creation of UPSaclay will enable us to accelerate and complete this complex of initiatives to improve the social welfare and the social mix of communities, through ambitious projects in terms of health, student life, and campus development.
- International strategy: in the recent years, we have paid attention to increasing student and staff mobility, and instruments for welcoming international guests on campus. With the creation of UPSaclay, international outreach can accelerate through rankings, presence in relevant networks, prestigious alliances, and an active internationalisation policy to enhance the attractiveness. Education, both “at home” and “abroad” through mobility schemes will be developed. The participation to international joint labs and common European projects (as EUGLOH) will contribute to our research visibility and attractiveness. See details below in section 2.2.2.

2. RESPONSES & ACHIEVEMENTS

Changes in the composition of the consortium leading the IDEX project

List of partners at the time of the last evaluation in March 2018	
Université Paris Sud	
Université de Versailles Saint-Quentin	
Université d'Évry Val d'Essonne	
AgroParisTech	
CentraleSupélec	
ENS Paris-Saclay	
Institut d'Optique Graduate School	
Commissariat à l'énergie atomique et aux énergies alternatives	
Centre national de la recherche scientifique	
Institut des hautes études scientifiques	
Institut national de la recherche agronomique	
Institut national de la recherche en informatique et en automatique	
Institut national de la santé et de la recherche médicale	
Office national d'études et recherches aérospatiales	
Other partners contributing to the IDEX actions since 2012: Pôle de compétitivité national Systematic, Synchrotron SOLEIL, Institut Villebon Charpak, Fondation de Coopération Scientifique Paris-Saclay	
Situation in June 2020	
Partners no longer involved	New partners
Université Paris-Sud and FCS Paris-Saclay have fully merged within Paris-Saclay University	none

The perimeter has not changed since March 2018.

Changes in the structuring of the target university

List of partners which are merged into the target university in June 2020

Université Paris-Sud
COMUE Université Paris-Saclay

List of partners which will be merged later on into the target university (stating, if possible, the year of merging)

Université Versailles Saint-Quentin
Université d'Évry Val d'Essonne
- both universities, as planned in the "Modèle Cible", will merged in 2025 -

List of partners included in the target university while keeping their legal personality

AgroParisTech
CentraleSupélec
ENS Paris-Saclay
Institut d'Optique Graduate School
IHÉS
The National research organisations are present in the governing bodies as strong partners.

2.1 RESPONSES TO PANEL'S EXPECTATIONS

Adoption of a unified strategy

The adoption of a unified strategy at the level of the Paris-Saclay University is ensured principally through the main governing bodies:

- the Board and the Academic Council, as explained in section 1 above, have the overall decision-making power for Paris-Saclay University: they decide upon the strategic orientations in education, research, transfer, international relations, budget and HR;
- the President, elected by the Board, is the leader of the whole university. She chairs the Steering Committee (see section 1), which is the executive body for the university, and the committee of component-institutions.

A few recent examples of the design and implementation of this unified strategy:

- The first semester of 2020, the multiyear contract for the period 2020-2024 has been prepared, to be signed with the State by October. This document presents the roadmap for the first five years

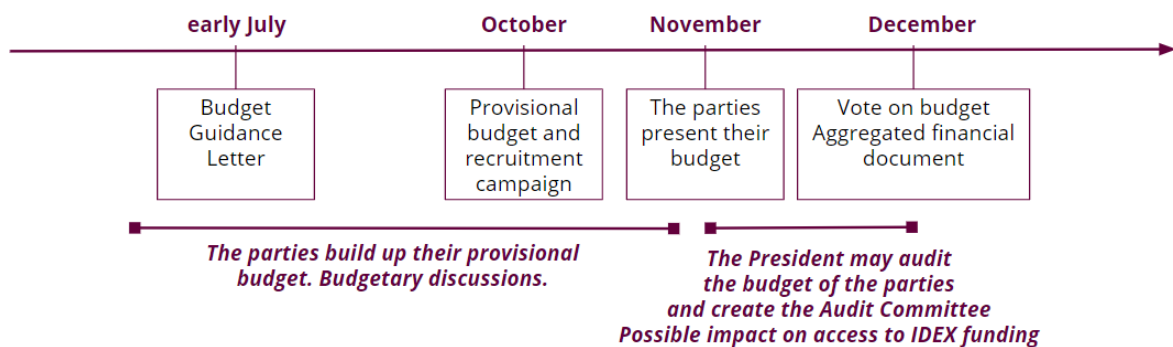
of existence of Paris-Saclay University: the core of the document presents the overall strategic choices and objectives, which are then shaped on by each component and specifically detailed for each *grande école* and member university;

- The design of the common educational offer records significant progress. PhD degrees have been pooled since 2015, and a complete overhaul of the whole Master offer took place progressively since 2015. The same effort is now being implemented at the undergraduate level, so that the 2020-2025 teaching offer has been completely restructured within 3 broad disciplinary areas (Life sciences and health; Science and engineering; Humanities and social sciences).
- The collective work to design and install the Graduate Schools and Institute is a major achievement of our academic trajectory. More broadly, scientific directions and call for projects are coordinated at the level of the university. Recent examples include the quantum initiative, the IA center, the Equipex+ and Sésame calls for projects;
- The European University EUGLOH (see also section 2.2.2). This project reflects our commitment for Europe: we support student mobility in a network of selected partners and internationalisation at home within multicultural, open campuses.
- The application to the SFRI and IDéES calls for projects has been submitted in the first quarter of 2020. They embody the fundamental institutional choices to unify and structure Paris-Saclay University:
 - SFRI is a key instrument to kick-start our Graduate Schools and Institute, and develop ambitious, internationally visible training-through-research programs, from either a disciplinary or interdisciplinary perspective;
 - IDéES accelerates our roadmap to develop services and ensure the quality of work conditions and students experience. One of the goal is to promote a sense of identity and belonging through common processes and subsidiarity. Main focuses related to: (i) internationalisation; (ii) the development of socio-economic partnerships; (iii) digital transformation; (iv) human resources; (v) campus life.

Presidential authority and responsibility regarding budget and resource allocation and staff recruitment

The budget ensures the coherence and unity of the strategic vision. According to the bylaws, it is designed as follows:

- a Budget Guidance Letter (*Lettre d’Orientation Budgétaire - LOB*) is drafted by the Steering Committee and validated by the Board, to encompass the strategic orientation of our university into financial decisions (bylaws, articles 10, 14 and 28) - the first LOB is provided in appendix;
- the parties build up a budget proposal which takes into account this LOB and present it to their respective governing bodies;
- The President of the University may set up an audit committee to check the conformity of the budget proposals with the overall orientations (bylaws, article 31). This audit ensures the transparency of the budget construction between all parties and the coherence with the strategic orientations;
- In case the disagreement persists, access to IDEX funding might be suspended - although small in comparison with the total budget of the university, this funding is crucial because it can be freely channelled towards strategic initiatives;
- every year, the financial accounts of all *grandes écoles* and member universities are presented to the Board of the university and vice versa.



The first LOB, which defines the principles and orientations for the 2021 budget, has been approved by the Board on July 6th, 2020 (see appendix). Systematic discussions have taken place between the President and all parties all along Spring and Autumn 2020 to fix the priorities and principles of resource allocation.

The recruitment of human resources has to take into account the overall strategy of the university. It is now possible to pool positions on priority issues, with very high quality standards. However, the 2018 Ordinance

preserves the responsibility of each institutional employer and did not open the possibility of a direct veto by the President.

- According to a common HR charter, Paris-Saclay University defines common quality standards for recruitment whatever the institutional employer (see 2.2.3 and charter in appendix);
- The profile of any position supporting research, education and transfer activities is partly determined by the Graduate Schools & Institute;
- Each year, around 10% of the freed-up research & education positions might be pooled to support strategic initiatives. A yearly HR conference is organised to discuss the main decisions and provide a complete overview of the state of HR with a multiyear forecast of needs and resources at the level of Paris-Saclay University;
- Finally, to ensure a common and harmonious social dialogue in spite of the diversity of employers, a conference of the existing “comités techniques” has already been planned and anticipates the future common “comité technique” of Paris-Saclay University (bylaws article 32).

Taken together, these instruments ensure the definition and implementation of a unified HR strategy, which takes full advantage of the diversity of statutes and profiles offered by the different employers.

More details are provided within section 2.2.3.

Specify which degrees and diplomas will be signed by the president of the target university

Paris-Saclay University grants all national degrees of the Bologna system (Licence, Master, PhD) but not engineer and ENS diploma. Paris-Saclay University also delivers the “*habilitation à délivrer des recherches*”.

The brand and logo of Paris-Saclay University appears on all degrees and diplomas, with no exception. The President of Paris-Saclay University signs all degrees granted by Paris-Saclay University, as well as degrees delivered by the *grandes écoles* upon request of their board.

2.2 ACHIEVEMENTS PER CRITERION

2.2.1 Target university

The jury wrote: *"In the long term, the issue of the full integration of the 'écoles' remains. Further questions remain regarding the extent to which Evry and UVSQ will converge towards the target university, the length of time this process could take and the terms under which it might be agreed."*

"The 'écoles' should give up the option of being ranked independently in specific subject rankings. To deliver the target university, services (for instance IT systems) need to be merged at central level. The imperative to increase the common institutional signature warrants greater urgency."

Regarding members universities

Following the path laid out in 2017, we are already preparing for the merger, which is planned for 2025, with its implication in terms of human resources, real estate, budget. The 2020-2025 educational offering has been designed to increase the coherence over the campuses. The implementation of the Graduate Schools takes this evolution into account, and a roadmap for the organisation of services on the perimeter of the university has been defined

Regarding "grandes écoles"

The institutional integration of the four "grandes écoles" - AgroParisTech, CentraleSupélec, ENS Paris-Saclay and IOGS enables both (i) a preservation of our assets with recognized brands in their field, and (ii) the establishment of a strong, integrated and internationally visible research university. We are currently hard at work to realise this great potential in research, education and transfer: the development of the Graduate Schools & Institute is key to promote the synergy through a coherent use of HR and financial resources.

Rankings

In 2017, we committed to ensure that Paris-Saclay University would be the only ranked institution. This is already the case for the 2020 rankings within ARWU and CWTS Leiden. It will be effective for the THE and QS rankings in 2021, when it will be possible to provide the data on the correct requested perimeters. This arrangement has already been notified to the rankings agencies based on written commitments.

Structuring services

Paris-Saclay University is a large-sized institution, with 65 000 students, 9 000 academic staff, 11 000 administrative staff over more than 10 campuses. The success of the integration depends on a strong coordination

of services to provide similar high-quality services to the whole community. However, a degree of subsidiarity is required to ensure both the proximity of services to end users and their agility to adapt to different contexts. Thus, we have opted for an organisation with a strong level of subsidiarity, and a close coordination of support services, relying on dedicated thematic professional networks. During the period 2018-2019, the services representatives met on a weekly basis to prepare the merger. Specialised workgroups took stock of the existing processes and designed roadmaps which are currently being rolled out. For instance: (1) the experts of Information Systems now take part to a common network to develop and implement infrastructures and services in a coherent, efficient fashion throughout the University; (2) the "DATA" service has been organised to provide indicators to support the decision-making capability of the whole institution; (3) the "Pôle Europe" will coordinate the European policy, lobbying and application of the university; (4) public tender procedures are being coordinated; (5) Master enrollments follow a common guideline which is then implemented by the various relevant structures, etc.

Common signature

The common signature of scientific publication is active since 2015. The current applicable version is provided in appendix. The rules have been largely and repeatedly communicated to the academic community. Progress is significant, with an increase in the application rate from 35% in 2016 to almost 70% in 2020 (see details in appendix).

2.2.2 International visibility

The jury wrote: "A comprehensive and detailed international strategy remains to be finalised and implemented. Powers are scattered; experience and contact details are shared but there is still no overall geographic or thematic strategy. Despite the obvious attraction of the research opportunities offered by the project, the arrival and integration of incoming researchers and professors should be better facilitated (for instance via a one-stop shop)."

The preparation and the creation of Paris-Saclay University created a great opportunity to elaborate a coherent and ambitious international strategy. It relies on the following key ingredients:

- Enhancing the **international visibility of the university**.
 - The creation Paris-Saclay University allows us to develop top level alliances and networks. For instance, Paris-Saclay University now replaces Université Paris-Sud as a member of the EUA and LERU, and CentraleSupélec as a member of the CESAER network. High-level partnerships are being developed.

We aim for 10 to 15 university-wide strategic partnerships with prestigious partners (e.g. recent university-level connection with Harvard University) supporting our thematic priorities (e.g. European University project EUGLOH focusing on global health).

- International visibility depends on brand and rankings. Section 2.2.1. details our progress in terms of rankings. Brand and communication have been actively developed with the publication of dedicated guides (see appendix).
- Ensuring an **outstanding environment for international researchers and students**
 - The international ambition of Paris-Saclay University has to be matched with the quality of our welcome services. During the last years, our university has rolled out a continued and sustained effort to raise the welcome quality. Recent achievements include the GATE welcome service, which provides administrative support and information to incoming student and staff, and the local implementation of the national policy “Bienvenue en France” through the introduction of new services, intercultural practices and French-as-a-foreign-language courses.
 - We need to attract the best students and staff far before their arrival on the campus. This requires an active recruitment policy through the participation of Paris-Saclay University to international students’ recruitment forums; the development of a Fulbright support scheme and a common Erasmus+ charter at the Paris-Saclay level; an international advertising of open academic positions.
- Fostering our **presence in European**
 - During the last years, our university has rolled a continued and sustained effort out to raise the welcome quality. We would like to mention among the most recent achievements the GATE welcome service, which provides administrative support and information to incoming student and staff, and the local implementation of the national policy “Bienvenue en France” through the introduction of new services, inter-cultural practises and French-as-a-foreign-language courses.
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at the Paris-Saclay level; an international advertising of open academic positions.

2.2.3 HR policy

The jury wrote: “A comprehensive HR policy should be finalised and implemented. Staffing arrangements need to be consolidated across the entire institution; the starting point should be a reallocation of resources.”

The outline of our HR strategy and instruments has been presented above in section 2.1. We want to provide here more information regarding the recruitment charter and the HR conference.

1. The HR recruitment charter, provided in appendix, has been designed with all the interested parties during Spring 2020. Throughout Paris-Saclay University and whatever the employer, it defines recruitments processes to ensure (i) the quality of the final recruitment; (ii) the efficiency of the process; (iii) the respect of demanding ethical standards.
2. The HR conference is planned to happen annually and is a key instrument for the success of Paris-Saclay University’s strategy. Because of the COVID-19 crisis, the first edition has been delayed. However, all parties are already working to provide a coherent strategic overview of recruitment priorities. The following formal discussion between the President and each of the parties (*dialogue de gestion*) provided the space for a discussion about those main priorities, in a pluriannual perspective.

3. PROSPECTIVE VISION

As highlighted within section 1 of the present document, the institutional model which we presented in 2017 is now a reality: grandes écoles are part of the university as component-institutions, thanks to the 2018 Ordinance. UPSaclay is an integrated, internationally visible, full-fledged university.

The COVID-19 crisis, which unfolded immediately after the election of the President in March 2020, demonstrated the resilience of our young institution, which managed to pool resources to provide a coherent support to students and staff across the institution, and to continue the construction efforts in spite of the tense, unexpected conditions.

As seen in section 2.2.1, the merger with UEVE and UVSQ is already being prepared to take place in 2025. The merger will not require any structural change of the current model.

We are confident that international visibility will continue to grow year after year, building upon the existing potential and new initiatives. Simulations of the ARWU ranking done in the first semester 2020 confirm that Paris-Saclay University should rank within the top-20 institutions worldwide.

Therefore, with our institutional model firmly in place, our main concern is to ensure the successful trajectory of Paris-Saclay University:

- On the one hand, after years of transformation and institutional change, a key concern rests with the quality of the working environment; on the other hand, we need to increase the efficiency and performance of the services to our staff and students, and to ensure a welcoming, nurturing professional environment. The transformation of our administration is an on-going process, which will be undertaken with an equal care for performance and for quality of the working life - as shown in our answer to the IDÉES call for project.
- At the heart of our model of university lies the goal of a closer integration of our core activities in research, education and transfer, with a strong emphasis put on interdisciplinary and on internationalisation. Graduate Schools & Institutes will be a cornerstone of this strategy. They will be complemented by dedicated initiatives to support interdisciplinarity (graduates programmes, PhD tracks, support to transversal research projects addressing the 7 socio-economic challenges more specifically tackled by Paris-Saclay University, call for interdisciplinary research projects). During the last few years, we have already completely revisited our educational offering, supported teaching & learning innovation, and significantly restructured our labs in several key areas: for instance, we have merged research units in nanoscience and nanotechnology, neuroscience, molecular biology, plant science, ecology and evolution, computer science, physics, pharmacy-biology-chemistry, etc. Such opportunities have been made possible because of the shared political vision and the geographical relocations of the institutions on the *Plateau de Saclay*: they create a powerful momentum for the coming years.
- We are embedded in a truly exceptional cluster, with a dense high-tech industrial ecosystem. We want to take full advantage of this

asset by being proactive in the interaction with our socio-economic partners and showcase the added value that Paris-Saclay University's scientific teams can provide to accelerate transfer and innovation. In the next 5 to 10 years, a strong marker of our success will be the capacity to create a lively interface between our research labs and a large number of diverse partners engaged in innovation.

- We are acutely aware that the exceptional assets we enjoy entail a strong responsibility. We will work to ensure the territorial integration of the community in any campus of the university. Paris-Saclay is both a top research intensive university, competing on the international scene, and an institution which takes extremely seriously its responsibility towards its local surroundings. In particular, we face undergraduate students with widely different profiles and trajectories and have to make sure that we can accommodate and support all of them.

Finally, the recent COVID-19 crisis has dramatically shed the light on the importance of research and its diffusion to a general audience: we consider it essential for our university to build up a strong, vivid culture of social responsibility by:

- addressing the challenges of sustainable development;
- practicing a science which is open, participatory and ethical;
- inhabiting the interface between science, culture, arts and society at large.

« Le vrai point d'honneur n'est pas d'être toujours dans le vrai. Il est d'oser, de proposer des idées neuves, et ensuite de les vérifier. » Pierre-Gilles de Gennes, prix Nobel de Physique.