

**Strategies for International Excellence of European Universities :
From UPMC to La Sorbonne University 10 years of reforms**

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Universidad Carlos III de Madrid, Getafe Campus



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Immediate former president of UPMC**

UPMC's vice president for international affairs

General delegate of Paris Universitas

2000 : At the beginning of the 21st century UPMC in Nervous Breakdown !

A drop in the number of scientific students :

a decrease by 5 000 in ten Years

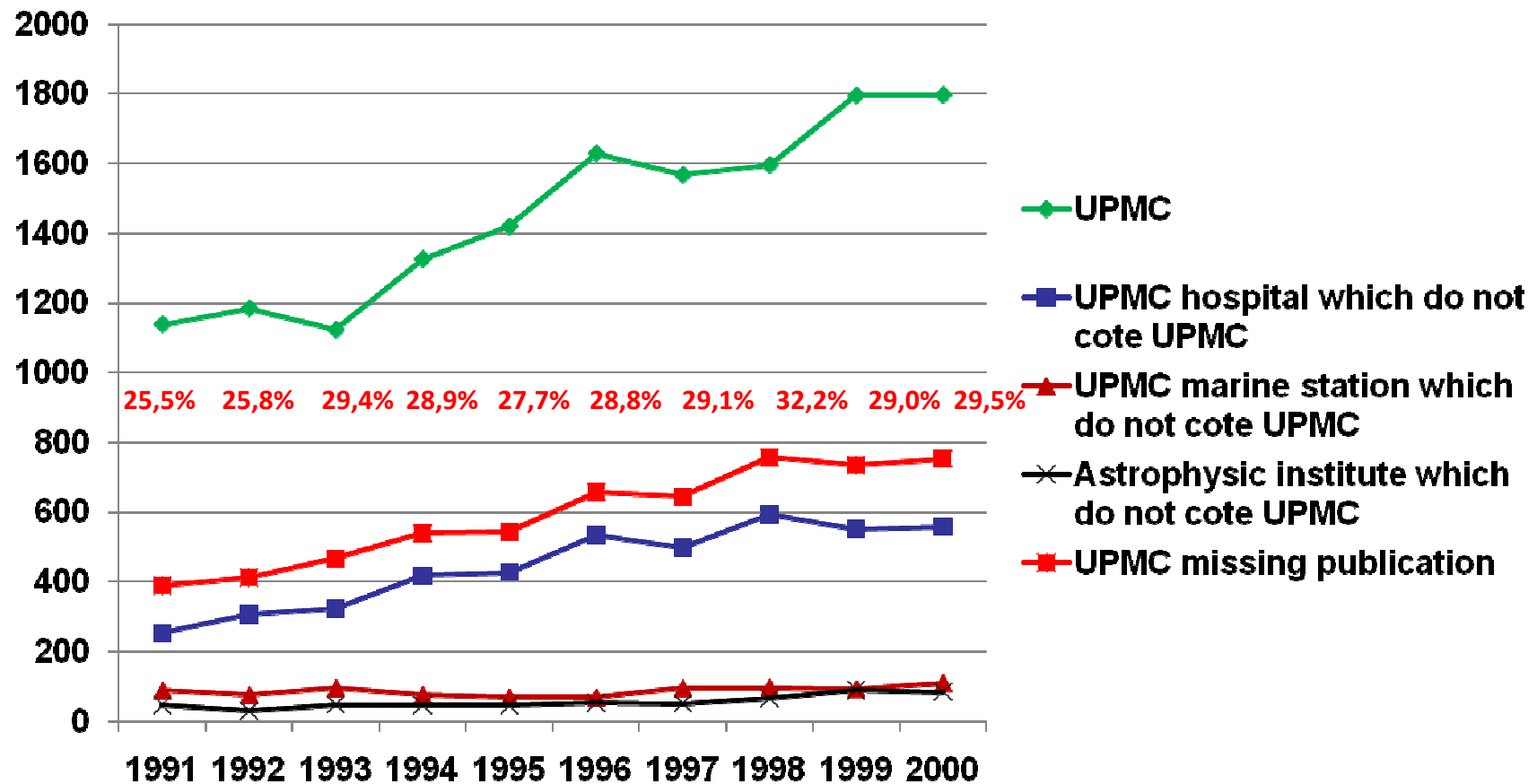
One third of English-language articles did not mention the UPMC

A stagnant budget

Heavy threats on the main campus Jussieu

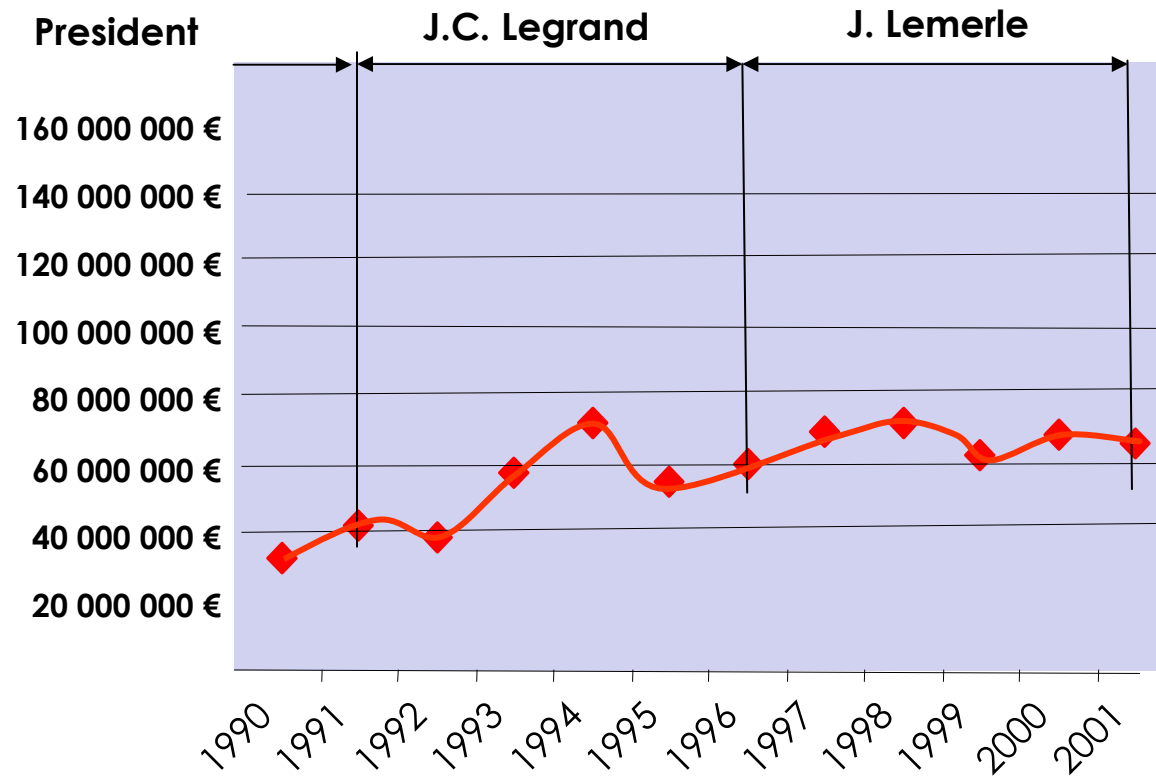
A very fragmented university

Scientific papers in English language



UPMC annual budget

(Without salaries)



**To La Villette in
the suburbs**

1999 : Court decision

**All asbestos must be removed
from the Jussieu campus in 2009**

**2002 : Proposal of the FR Senate :
the UPMC must be relocated**

From the main Campus : Jussieu

The 2000 figures

180 research laboratories of various sizes (10 to 300 researchers)

19 institutions of training and research :

No rules for doctoral studies

Three different medical curricula, difficulties for students to move between the different hospitals

227 degrees in science

6 2-y university degree,

28 1-y bachelor's degree





49 1-y "master's degree"

144 1-y Diploma in Higher Applied Studies (DEA, DESS)

600 centers of fiscal responsibility

Last quarter 2000

Important debate within the university to elect the next president

-  **Future of the main campus and then of the university itself**
-  **Organization of the main training and research activities of the university**
-  **Governance and management of the university**
-  **Academic life during the renovation of the campus**

January 29, 2001

The assembly of the university had to choose between two candidates



One advocated a strong presidency and a radical reform in all areas : me



The second advocated a supervision of the university by the college of the deans of faculties and schools

**I was elected by 79 votes to 36 against my opponent
11 blanks, 12 members were absent**

I took office March 3, 2001

2001-2002 : action and a four-year plan



Establishment of the presidential team & new governance



Planning of renovation work of the Jussieu campus



Structuring research, innovation and doctoral programs



Setting up of a Department of International Affairs



Seminars on the reform of the training offer

Alongside the statutory bodies, establishment of a temporary organization of the presidency

- **Board of regents of the University**
- **Scientific Council of the University**
- **Board of studies and academic life**

- **Vice president for the scientific sector**
- **Vice president for the medical sector**
- **General secretariat of the University**
- **Accounting officer of the university**

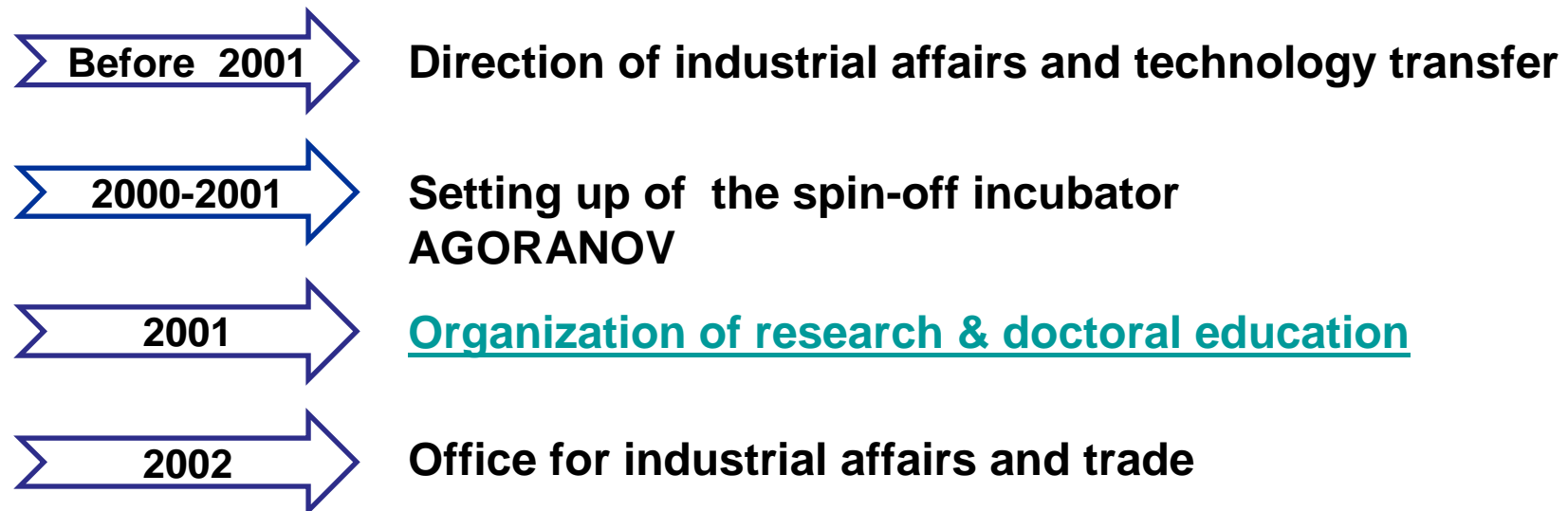
- **Presidential team**
 - cabinet secretary in charge of communication and coordination
 - Special assistant for the budget, the construction work and human resources (also VP of the university and of the scientific sector)
 - Special assistant for education
 - Special assistant for research
 - Special assistant for the new technologies of communication and information
- **Presidential board for research**
- **Presidential board for education**

Half the campus had to be closed, we were obliged to temporarily relocate the laboratories from the campus in other parts of Paris

We decided to refuse the transfer of the campus outside Paris and to keep first year students on the Jussieu campus



2001-2002 : Structuring research, innovation and doctoral programs



Research and doctoral training : 161 labs & 11 federative institutes

4 main research domains lead by the presidential research board

Modeling and Engineering

31 laboratories and 4 doctoral schools

Matter and new materials

22 laboratories & 4 doctoral schools

Universe, Environment, Ecology

22 laboratories & 6 doctoral schools

Genomics, inter-cellular talking & new therapeutics

86 laboratories 6 doctoral schools

**College for doctoral training
16 doctoral schools managed by UPMC
3 associated doctoral schools**



2003 –2004

Implementation of the LMD (BMD) reform



Main objectives



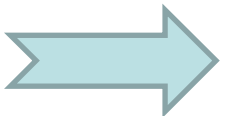
A Top down and bottom-up process



The general organization

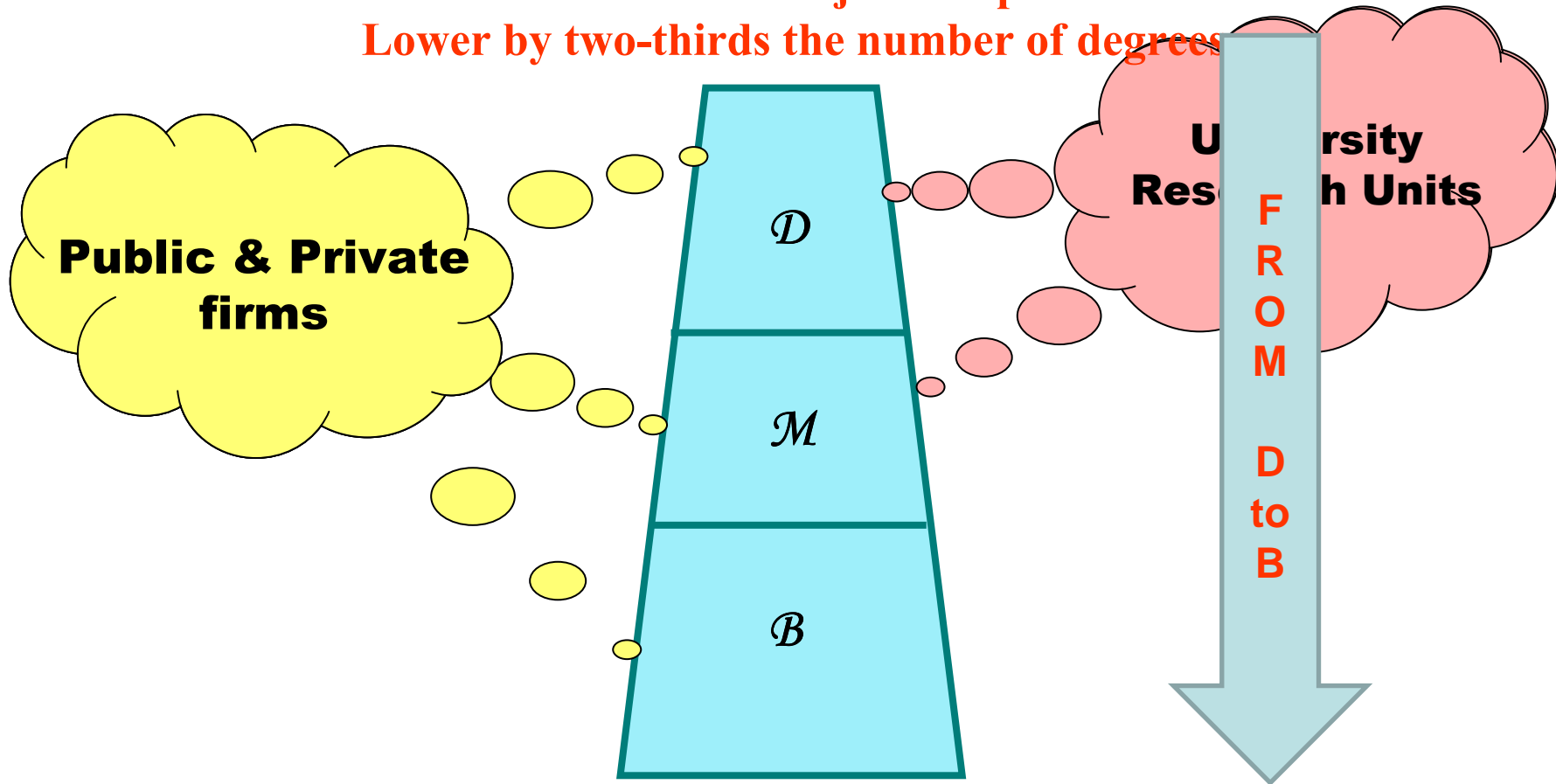


« L'intendance suivra » « Material support will be provided »

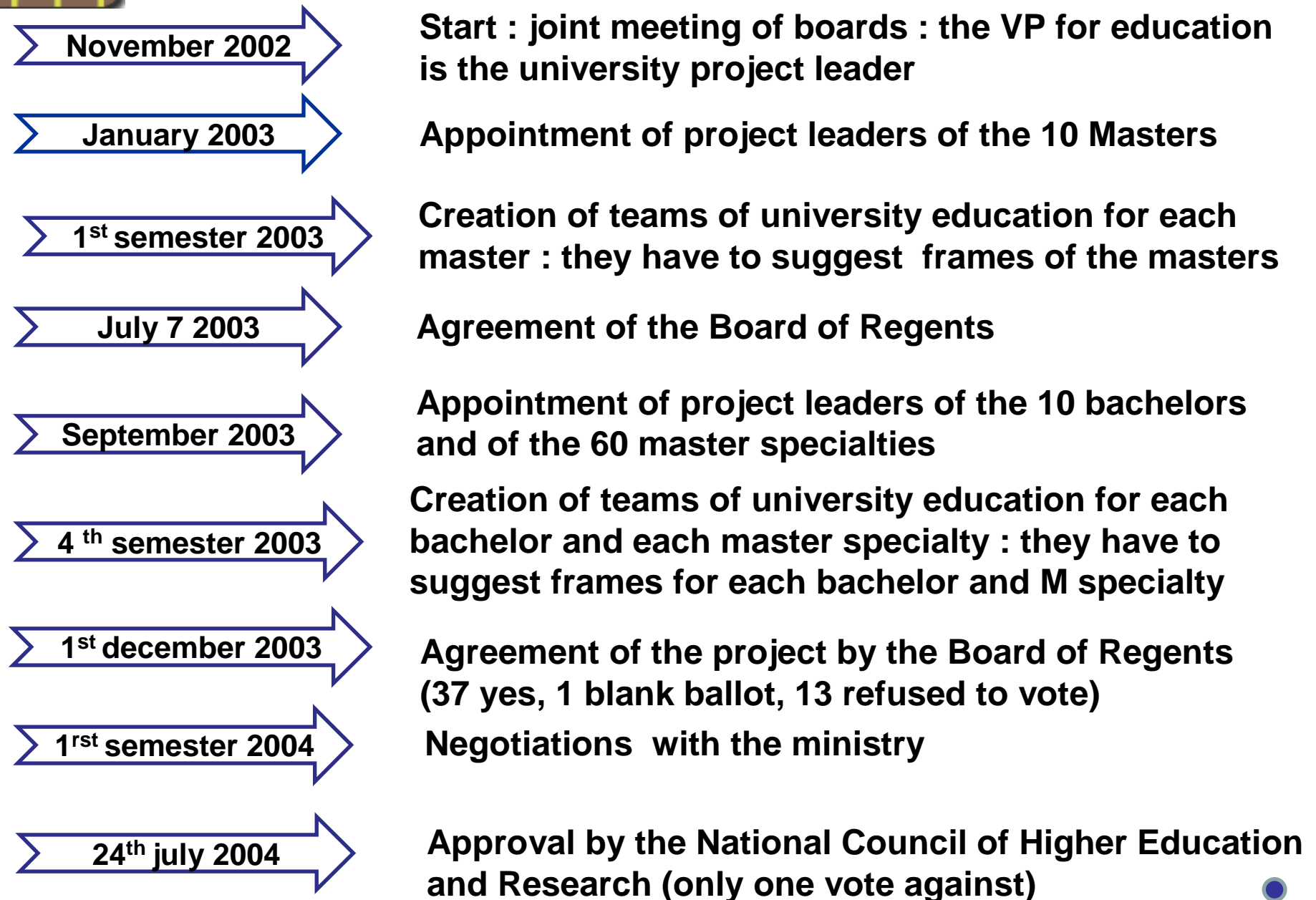


The BMD reform induced a new organization of the university

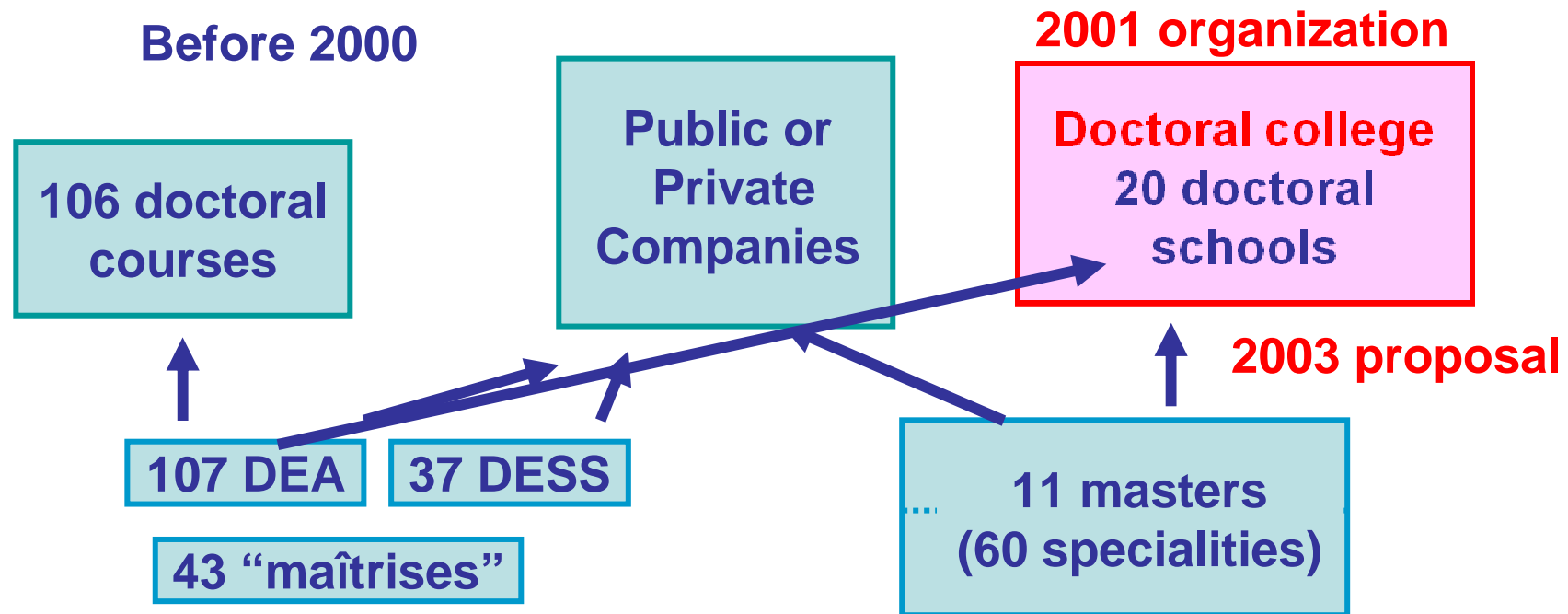
Only in the scientific sector
Focused on the major disciplines
Lower by two-thirds the number of degrees



Strong links between Research labs & Companies



Implementation of the Masters & Doctorates at UPMC



- 107 narrowly-specialized pre-doctoral courses in charge of doctoral enrolment and follow up
- 37 vocational-oriented courses

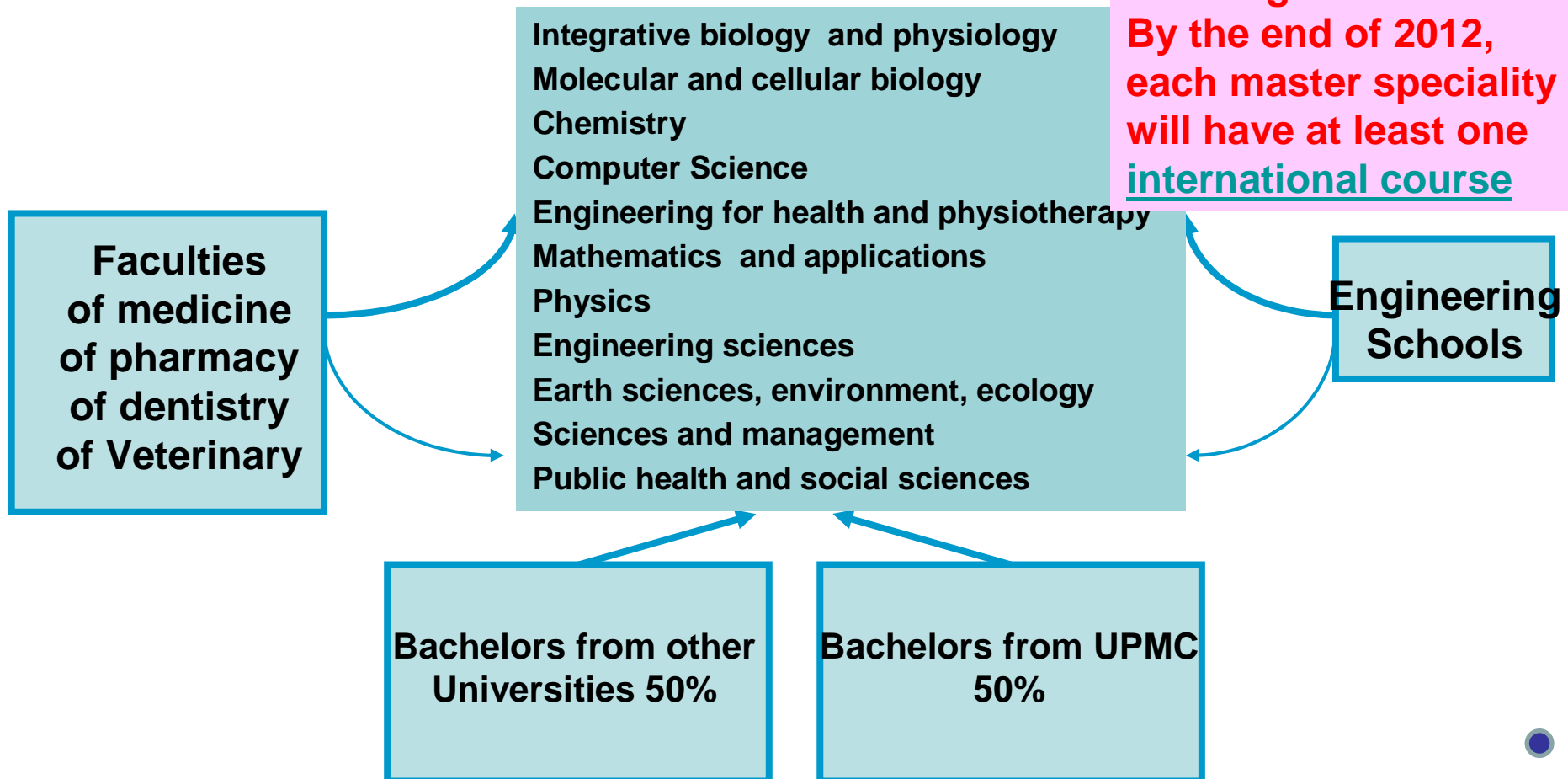
a broader scope of:
-pre-doctoral courses

greater clarity, flexibility and institutional responsibility

The Master Cycle : 2 years organized in 4 independent semesters

11 Master Programs 5 to 7 Specialities per Program

International challenge :
By the end of 2012,
each master speciality
will have at least one
international course



International programs of Master's degree

- **Master's in chemistry**

Molecular chemistry:

JCEMolChem

Canada: Université de Montréal and University of Ottawa

- **Master's in earth sciences, environment and ecology**

Basinmaster

Germany: Tech. Hochschule

Netherlands: Vrije Universiteit

Biodiversity and Environment & tropical vegetation

Belgium : ULB

Africa : U Dakar U Yaoundé

- **Master's in computer science**
Bioinformatics, biomathematics and computer modelling

Belgium: Université Libre de Bruxelles

England: University of Leeds

UdeM in computer science

Canada: Université de Montréal

Biomedical Imaging management

Singapor NUS, Thailand AIT

- **Master's in molecular and cellular biology**

From molecular developmental biology to biomedicine, evolution and systems biology

Netherlands: Universiteit Maastricht

Portugal: Universidade de Lisboa

Spain: Universitat Pompeu Fabra

International master's in cell and stemcell biology

Netherlands: Erasmus Medical Center

Spain: Universitat de Barcelona

- **Immunotechnology and Biotherapy**

Sweden Karolinska Institutet

Argentina U Rosario

Germany : U Hamburg

- **Master's in physics**

Nanomat: international master's in materials and nanoscience

Sweden: Uppsala University

- **Master's in engineering science**

Mechatronic systems for rehabilitation

Italy: U degli Studi di Brescia

- **Master's in integrative biology and physiology**

Biology of marine organisms:

Chile: Pontificia

Universidad Católica de Chile

Spain: Universitat de Barcelona

Physiology and physiopathology

Spain: U Complutense de Madrid

Uruguay: U República and Pasteur Institute

Plant biology

Belgium: U Gent

Neurosciences :

Brain Cognition Behaviour

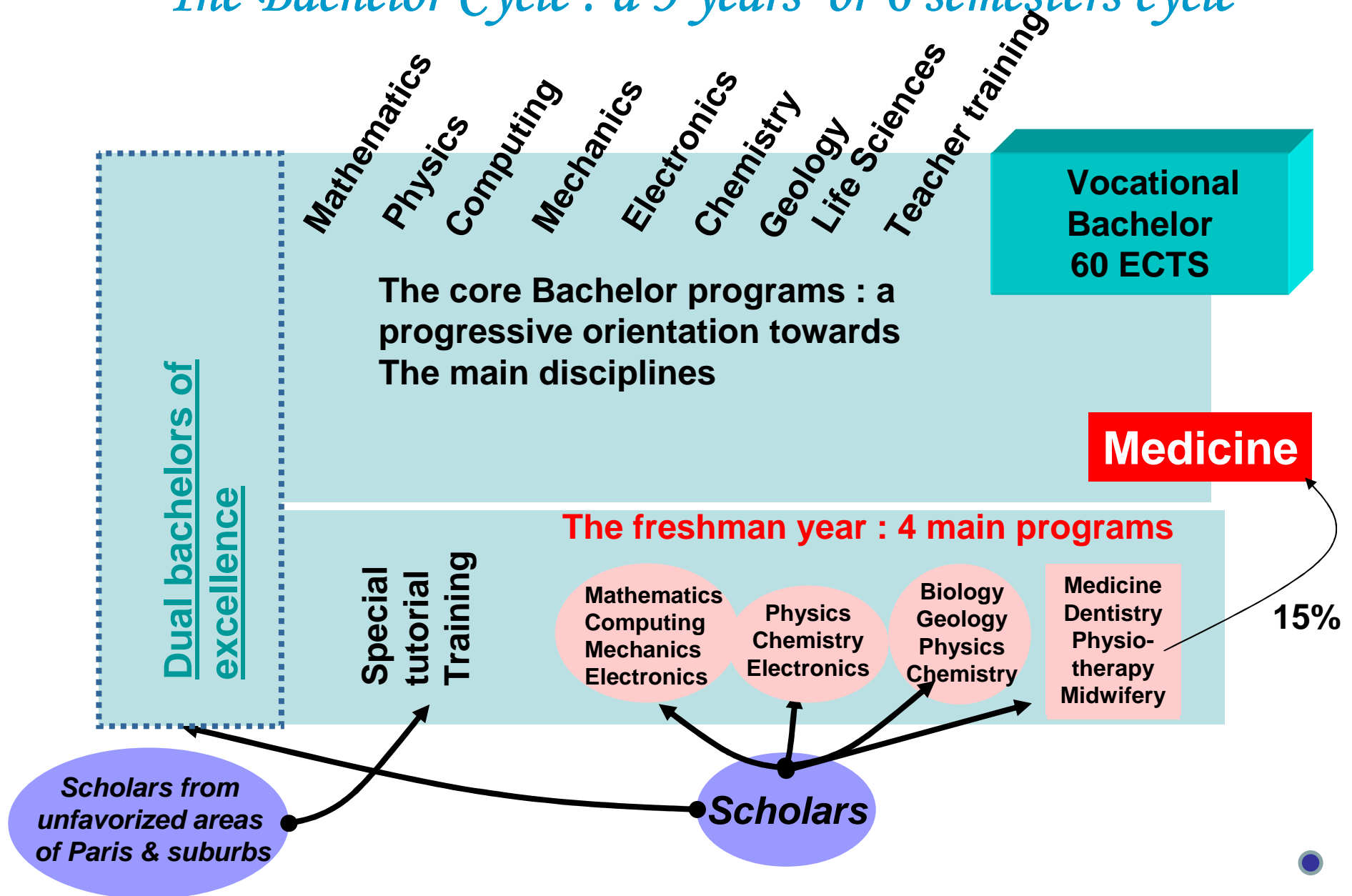
England: UC London

- **Master's in mathematics**

Germany: U Bonn

Spain : U Autonoma Madrid

The Bachelor Cycle : a 3 years or 6 semesters cycle



Innovative double bachelors

Joint education programs a label of excellence

**Semesters 1 to 4 in each french partner faculties
Foreign language learning
Semesters 5 and/or 6 in a foreign University**

Science and Social sciences (With Sciences Po) 2005

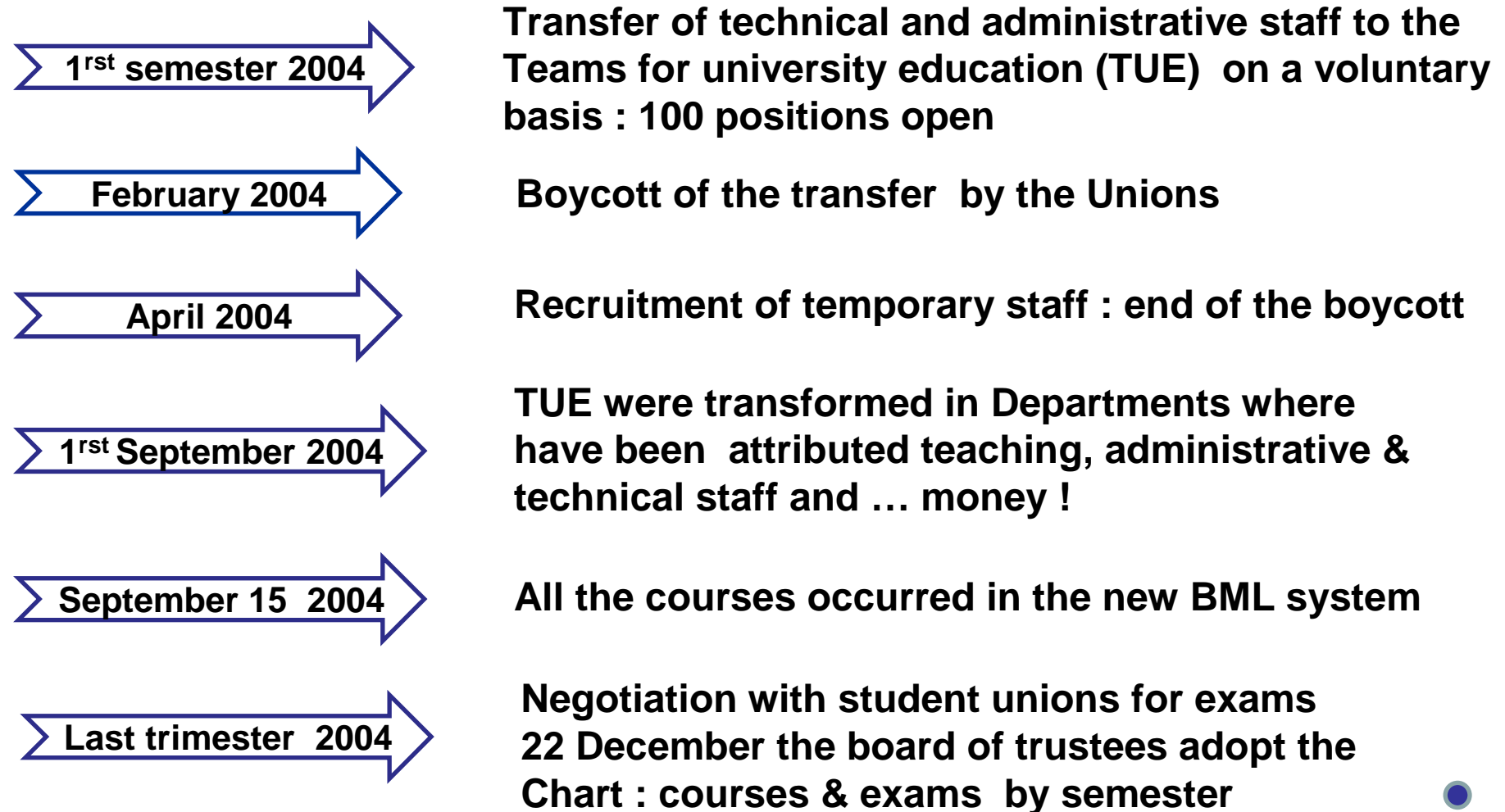
Science and Musicology (with Paris Sorbonne) 2006

Science and History (with Paris Sorbonne) 2007

Life sciences and Political sciences (with Sciences Po) 2008

Science and Philosophy (with Paris Sorbonne) 2008

Yes : the BMD reform led to a significant restructuring of the management of Education



2005 –2006

A new organization induced by the reform



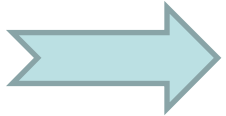
New management of training



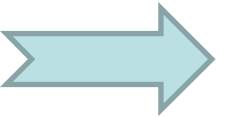
Reorganization of research



Reorganization of the Faculties



A strong governance by the presidential team



In March 2006, the 1st Vice President was elected President

Establishment of an Executive Vice President for Training and Carrier Advice

Establishment of Training Departments

**lead by a director appointed by the President of the university
with a secured budget directly provided by the presidency of the university
creation of pedagogic teams units for learning**

Establishment of an office at the presidency for Training and Carrier Advice

**under the supervision of the Vice President
in charge of evaluation procedures
in charge of the survey of job integration of the students
in charge of the survey of Students' mobility
which prepare the training contract with the State**



Establishment of an Executive Vice President for Research & innovation

**Creation of Research Centers, Institutes and of Federation of Research Labs
lead by a director appointed by the President of the university
with a secured budget directly provided by the presidency of the university
creation of research units which have also their budget secured**

**Establishment of an Office at the presidency for Research and Innovation
under the supervision of the Vice President
in charge of the supervision of the research teams
in charge of evaluation procedures
in charge of preparing the research contract with the State**

Reorganization of the 4 research domains

- All domains are inter-disciplinary subject groups
- In 42 institutes, research centers or big labs and 90 other research units

**Modeling and
engineering**

22 labs

4 doctoral
schools

**Matter, energy
and universe**

41 labs

7 doctoral
schools

**Living Earth &
environment**

27 labs

3 doctoral
schools

**Life sciences
and health**

42 labs

6 doctoral
schools

Implementation of Faculty organization

At UPMC, the faculties are principally devoted to the day to day management

UPMC has adapted the number and the perimeter of its faculty:

- to its Training organization at the Bachelor and Master level
- to its Research organization
- UPMC also established Internal Institute of Excellence for special needs

Before 2001

- 4 medical faculties
- 9 scientific faculties
- 2 Engineering Schools
- 4 Internal Institute of excellence
- 3 Marine Stations
- Henri Poincaré Institute
- 2 University Departments
- Long Life learning
- Department for primary cycle

After 2006

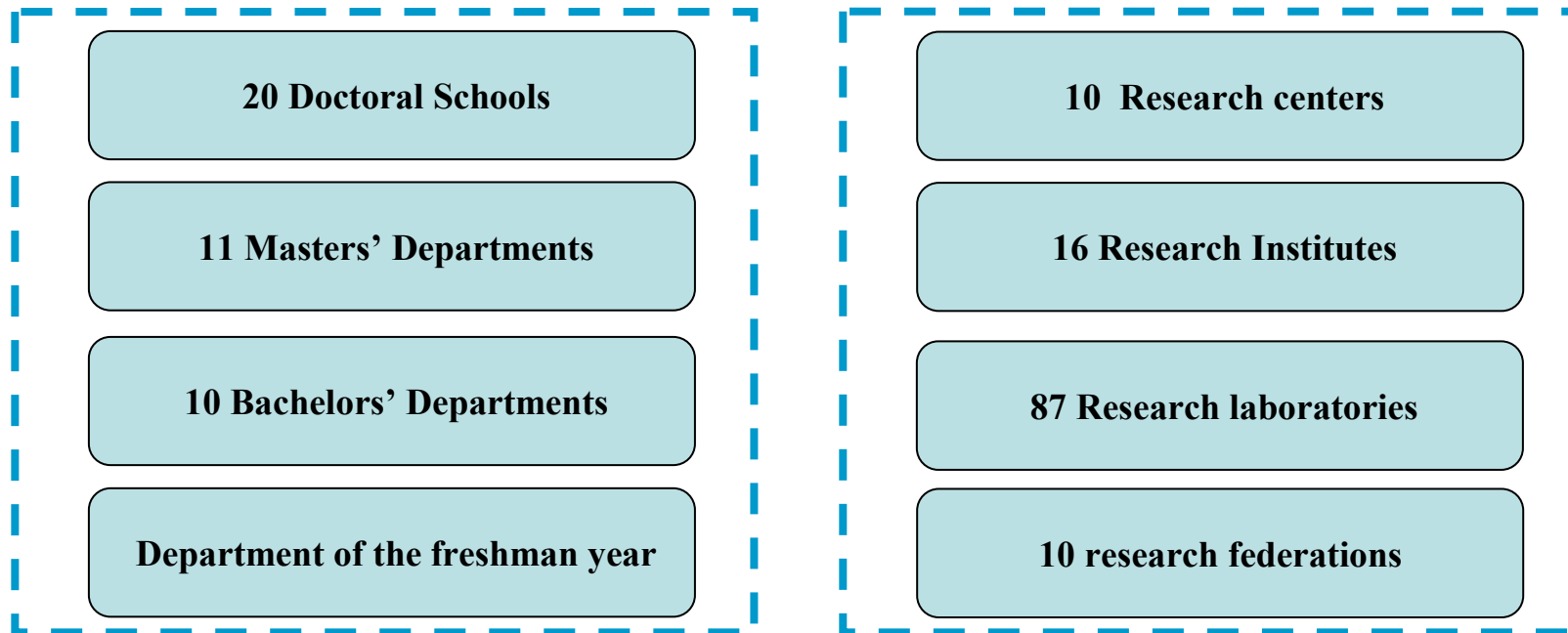
- 1 medical faculty
- 6 scientific faculties
- 1 Polytechnic School
- 6 Internal Institute of excellence
- 3 Marine Stations
- Henri Poincaré Institute
- Institute for doctoral training
- Paris Astrophysics Institute
- 2 University Departments
- Long Life Learning
- Trans-disciplinary Training

A 2 years struggle :
unification of UPMC
medical cursus

A new articulation between the presidency and operational structures

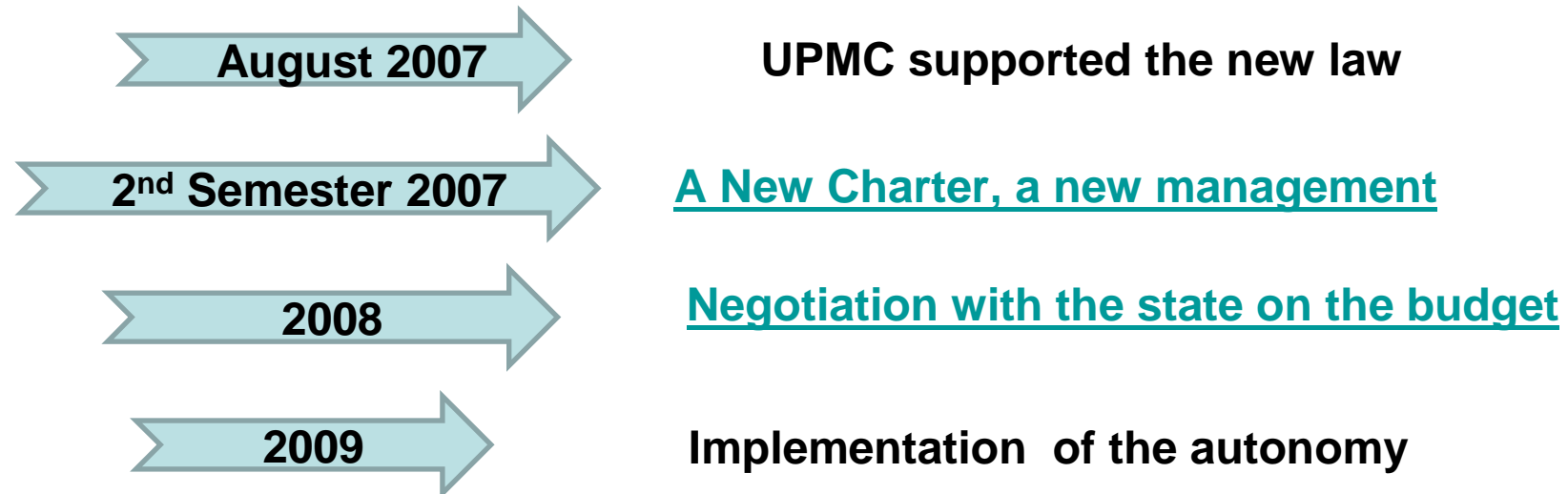


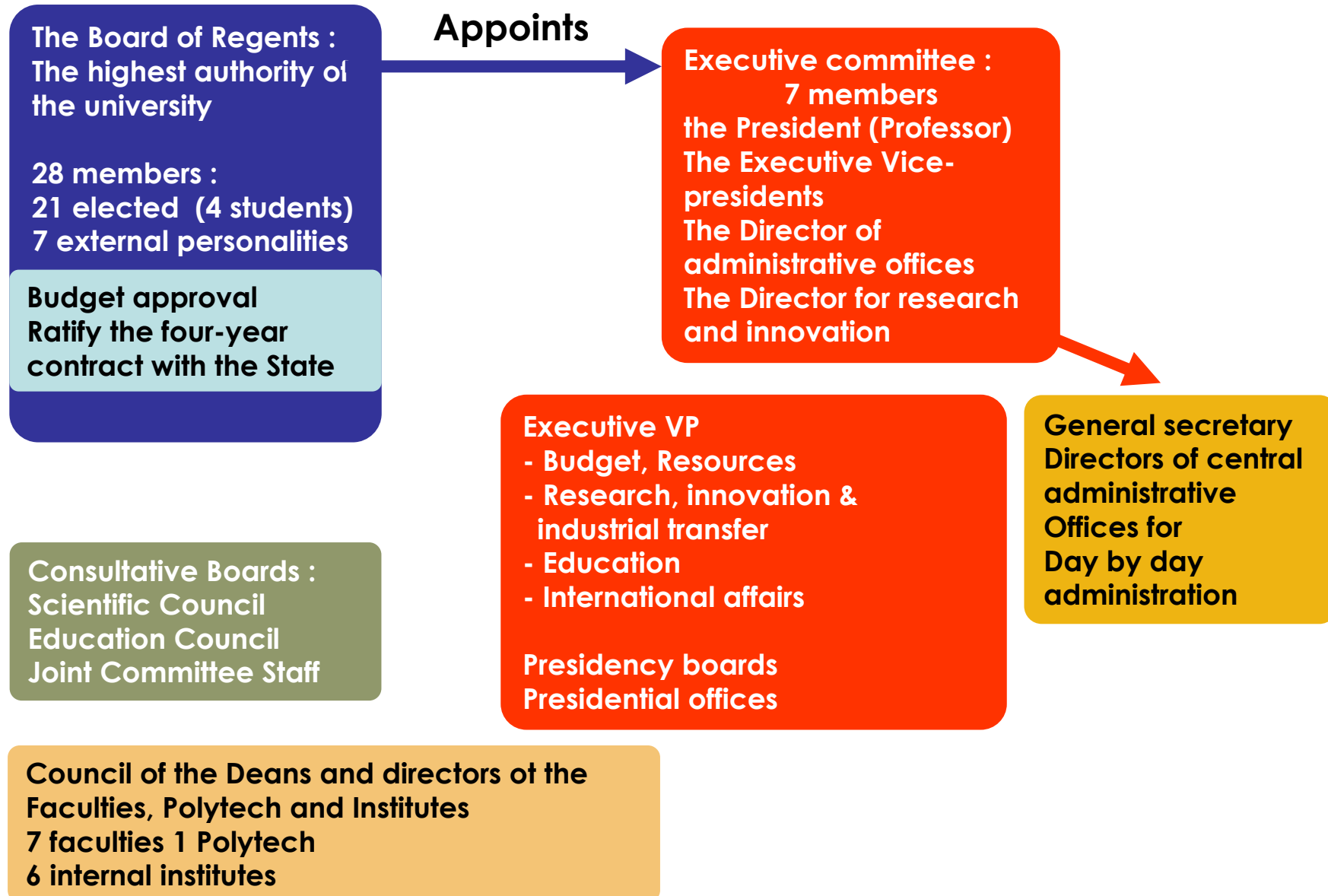
Direct relationship without the faculty filter



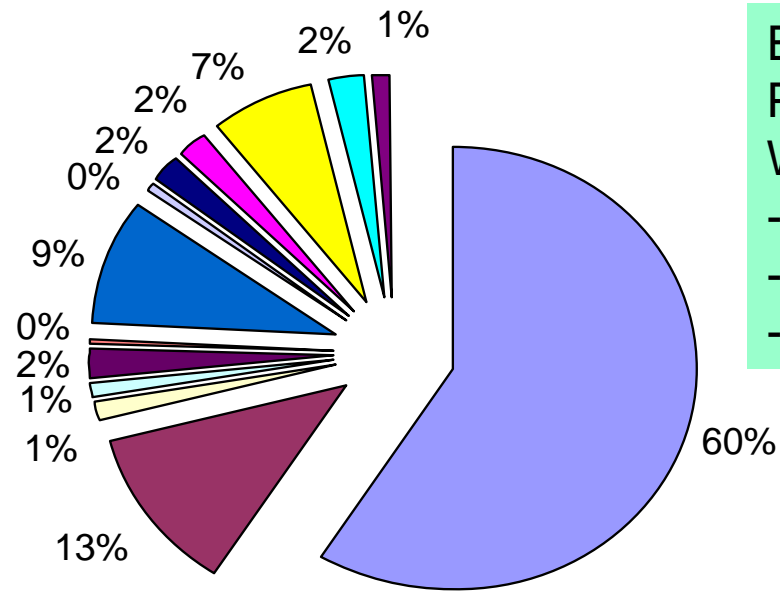
2007 - 2009

Towards full autonomy





2009 global budget : 480 M€



Easier enrolment
Procedures
Wage bonuses
- For research
- For teaching
- For administration

- | | | |
|--------------------------------|--|----------------------|
| ■ Salaries | ■ Contractual subsidies from the State | ■ Tuition fees |
| ■ Tuition Continuing education | ■ Subsidies from Regional government | ■ Apprenticeship tax |
| ■ Income of services | ■ European grants | ■ Other grants |
| ■ CNRS grants | ■ INSERM grants | ■ NRA grants |
| ■ Private grants | | |

Some results



The number of students have increased



Loss of publication have decreased



The budget have increased



Student mobility have increased

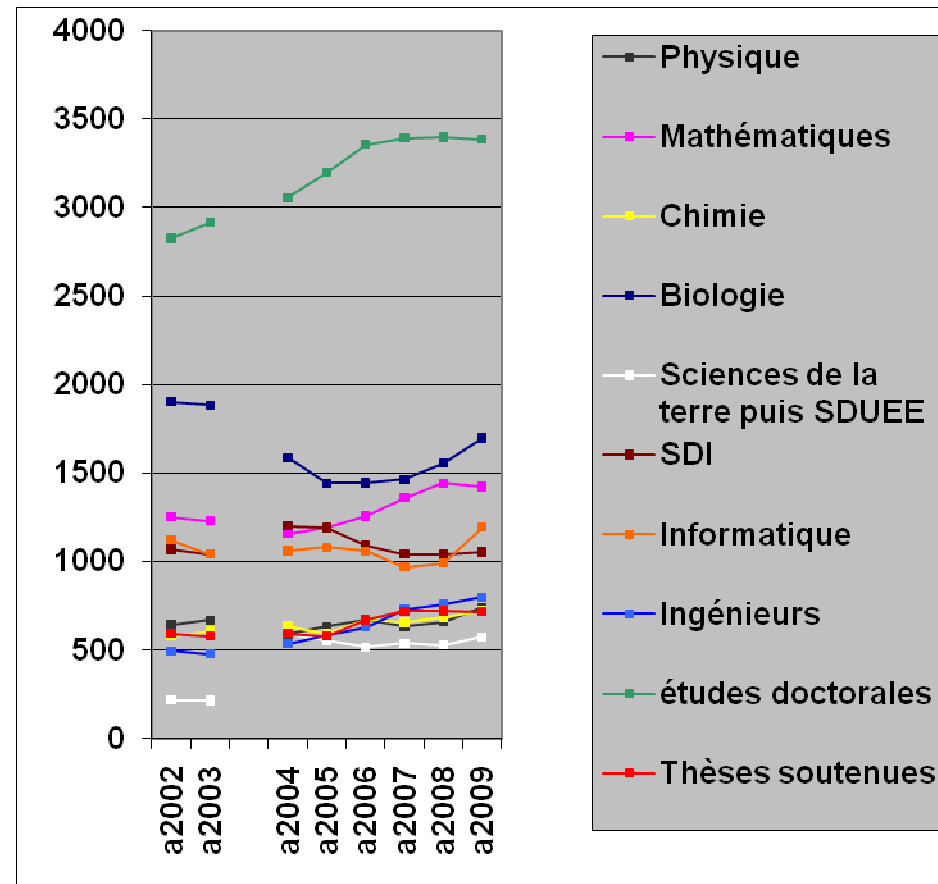
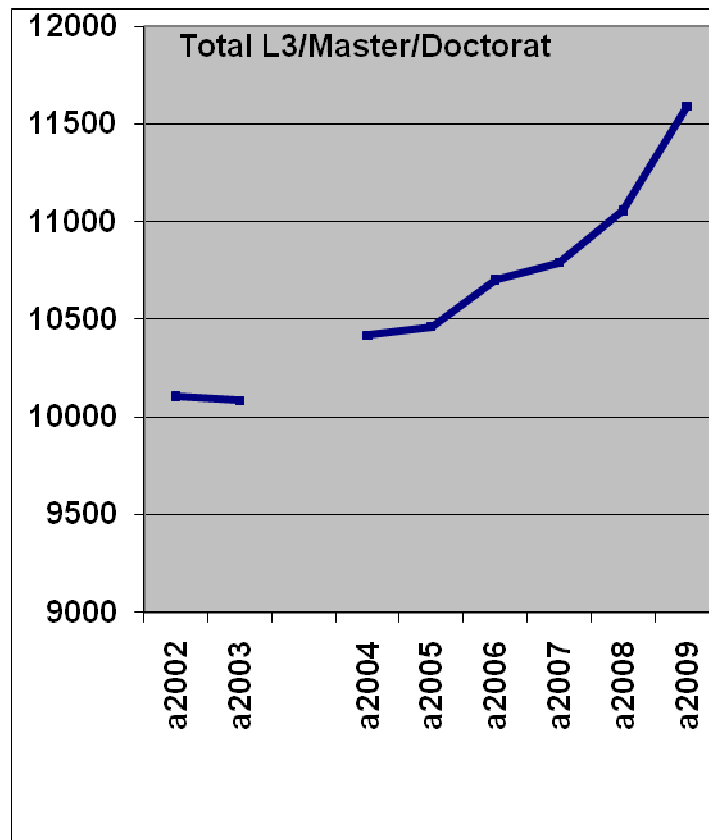


A lot of spin off have emerged



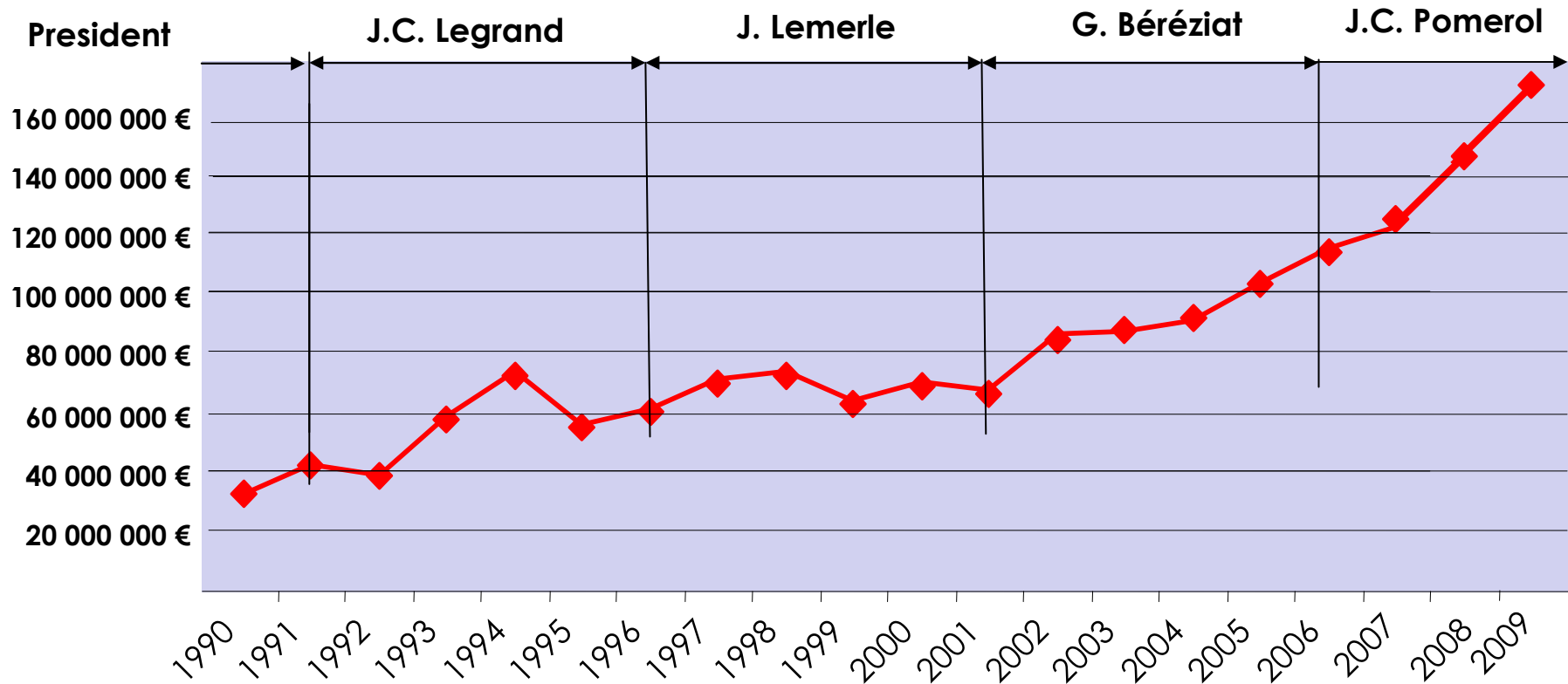
The new campus is emerging

Number of students from y 3 to 8

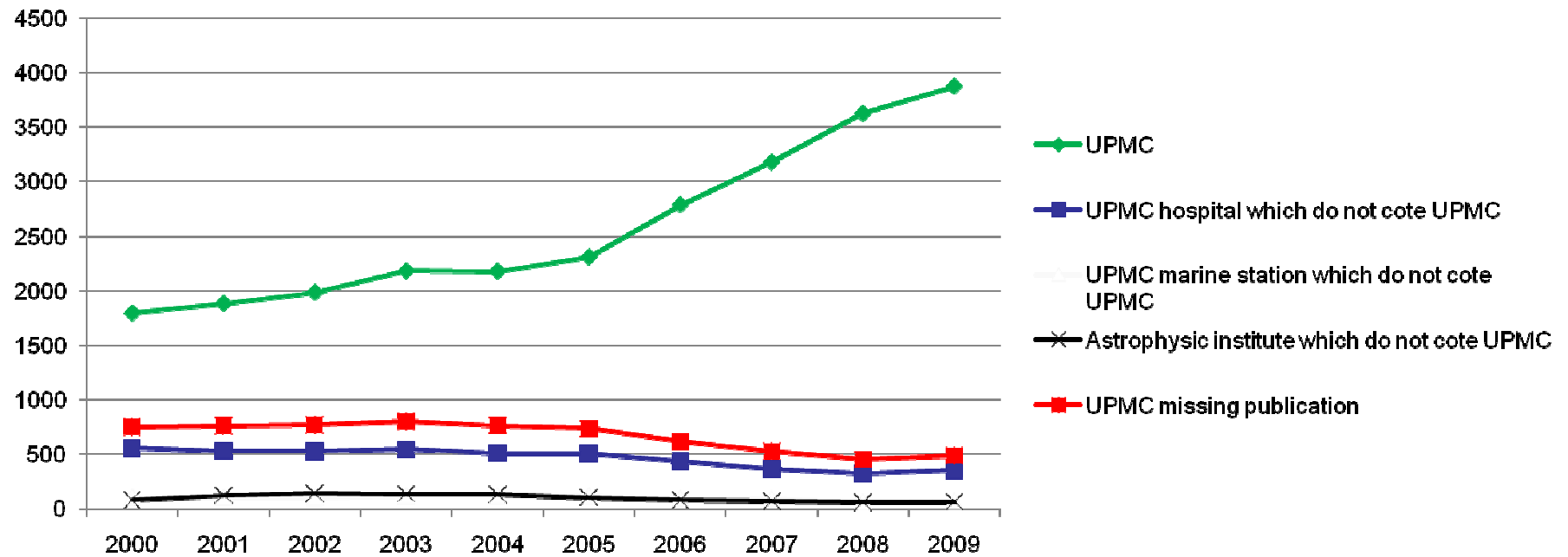


UPMC annual budget

(Without salaries)



Scientific papers in English language



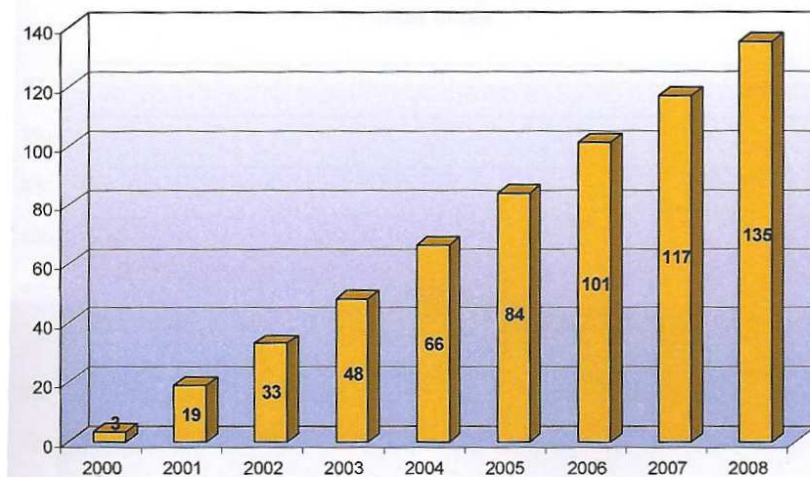
Outgoing mobility

Programs	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
ERASMUS	39	48	59	57	57	77	73	106	146
USA			6	9	8	9	8	11	22
ARGENTINE							2	1	4
BRASIL									1
CHILI			0	0	1	0	2	5	8
JAPAN			0	0	0	0	1	4	3
SINGAPOR			0	1	1	2	2	6	5
TAIWAN									2
CREPUQ (QUEBEC)	2	3	16	9	2	6	3	6	17
MONTREAL							2	10	14
OTTAWA							1		3
BRITISH COL									1
TOTAL programs	41	51	81	76	69	94	94	149	226

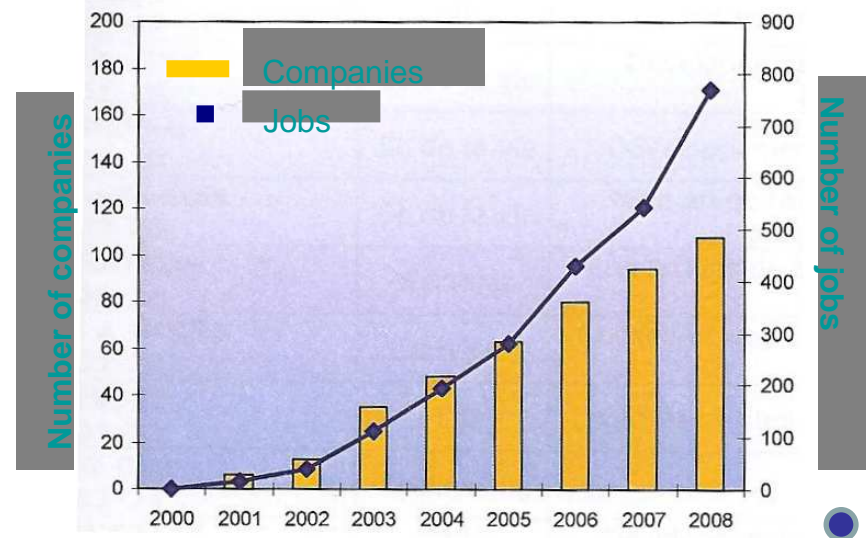
In partnership with University Paris-Dauphine and Ecole Normale Supérieure

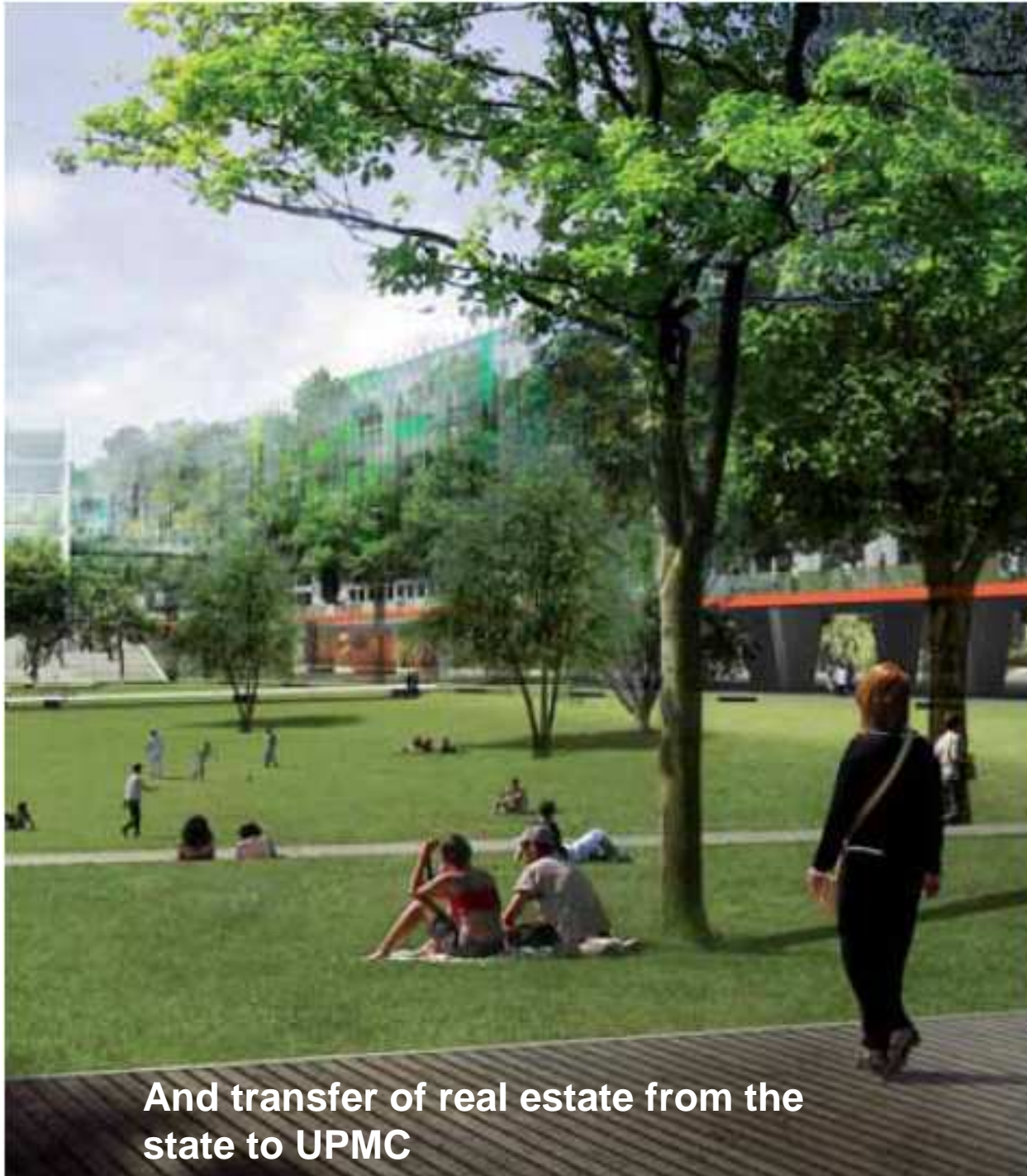
- **130** projects kick-started since the end of 2000, 100 still active
- **105** created companies
- more than **800** jobs generated
- more than **70** million euros of private fund raised or capital-raised by start-up companies

Jobs created



companies and jobs created

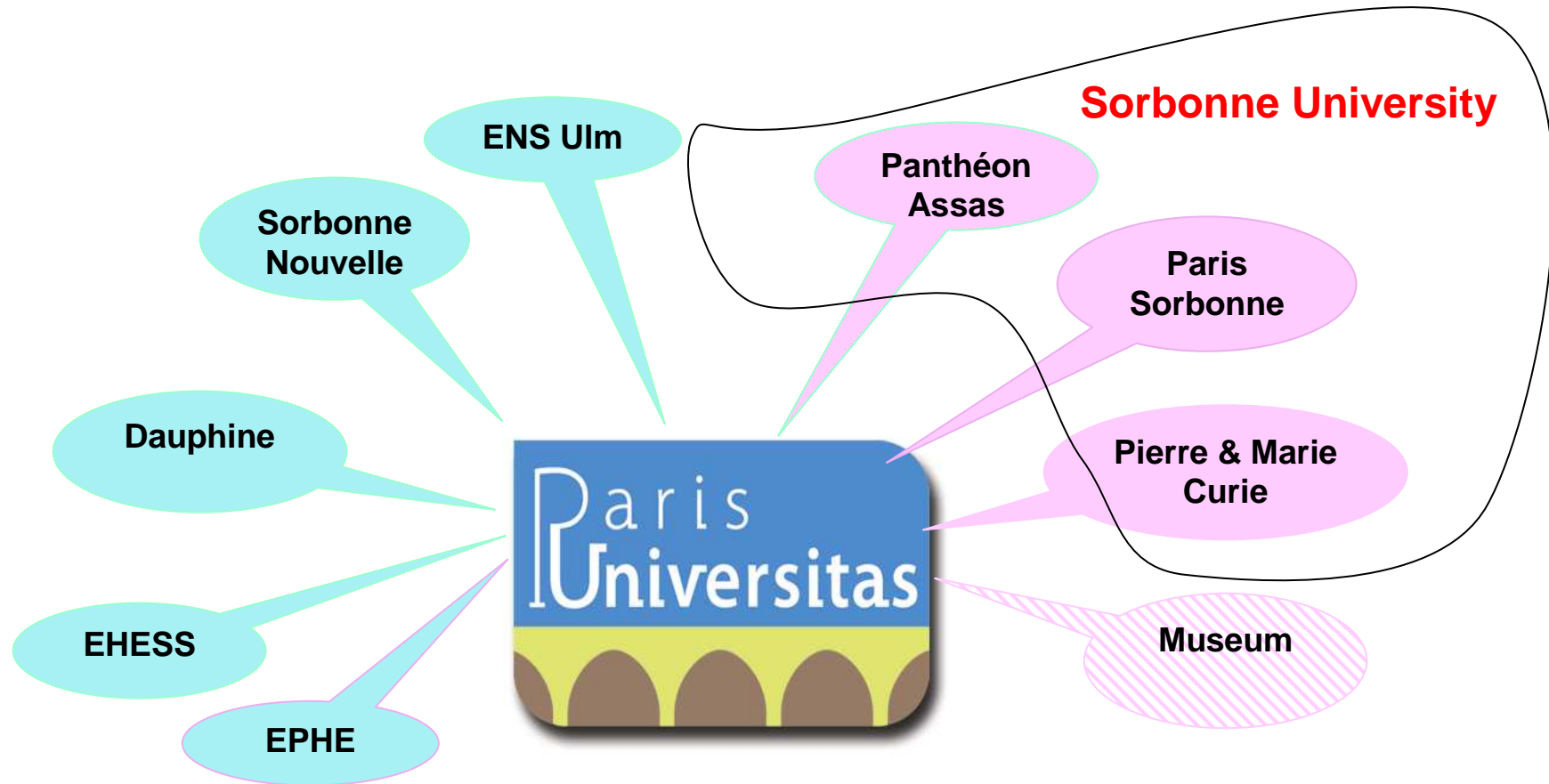




And transfer of real estate from the
state to UPMC



From UPMC to Sorbonne University



Panthéon Assas :
Pt Louis Vogel



Paris Universitas
DG Gilbert Béréziat

Paris Sorbonne
Pt Georges Molinié

Pierre & Marie Curie
Pt Jean-Charles Pomerol

Against tyranny Liberty always win

