

End-of-Probationary-Period Evaluation Report

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SUMMARY

The I-SITE¹ label has enabled a phase of sweeping transformations in Lille's higher education ecosystem, which will culminate **on January 1st 2022 with the creation of the Target University "University of Lille"**.

In 4 years, we have merged three disciplinary-based universities, reduced the number of internal UFR from 37 to 11, integrated structures such as the INSPE, dissolved the ComUE and approved new experimental statutes, allowing for the full integration of four *grandes écoles* (ENSAIT, ENSAPL, ESJ Lille and Sciences Po Lille).

The dynamic launched around the Target University has created a **growing feeling of belonging** amongst students and staff community, despite the heavy strain caused by the global Covid pandemic in the past two years and the cultural and disciplinary barriers between institutions. This has been reinforced by our shared focus on **Global Transition** and a strong engagement to our region, materialised around the notion of **Civic University**.

The I-SITE label, thanks to its funding and leverage effect, has notably enabled us to **consolidate the scientific dynamic initially presented around three thematic hubs** (*Precision Human Health, Science for a Changing Planet and Human-Friendly Digital World*) that sustained Lille's spheres of major scientific achievements. Following the jury's recommendation, a **fourth thematic hub** *Changing Cultures, Societies and Practices* was established in 2020 to reinforce the contribution of humanities and social sciences to excellence in research and higher education. The hubs are, as of September 2021, coupled with **international graduate programmes**, offering cutting-edge training in our fields of expertise. As detailed in the report, each of these four hubs has thus contributed to dynamizing the overall scientific growth of the University of Lille, its faculties, institutes and schools, as well as of its closest local partners (CHU, Centrale Lille Institut, Institut Pasteur de Lille, IMT Lille Douai) and national research organizations.

The in-depth study of our strengths and weaknesses over a four-year period has led our institution to **embrace a series of strategic choices** that are explained and detailed throughout the evaluation report. Our overarching conclusion is that Lille has a highly specific positioning in the French higher education landscape that makes the **case for developing a Civic University model**. One of the largest universities in France, located in a region facing major social, health and economic challenges and covering the whole spectrum of scientific research and education, Lille can reach international recognition through a clear embrace of this commitment to address regional skills needs, cultural and educational inequalities, economic challenges, while providing the best of fundamental research in our spheres of excellence.

¹ A glossary of specific terms and acronyms used in this document is attached in the appendixes.

Over the coming years and conditional on the jury's remarks, we aim to deploy this Civic University strategy, **in close work with metropolitan and urban authorities, employers and other partners**, in order to contribute to a resilient economy and inclusive society for the Euro-Region. The improvements already achieved in the field of attractiveness for international junior and senior researchers and HR procedures will be furthered by the governance of the University starting from January 2022, that will make room for **thorough strategic planning of academic and administrative recruitments**. Innovation in teaching and research will be further promoted through dedicated tools (Lille Learning Lab), outreach and dialogue with society will be widened thanks to a dedicated think tank and sectorial initiatives (such as the Lille Urban Chair), and lifelong learning will be extended to new areas through programmes such as ExlST. **Fostering innovation, transfer and entrepreneurial skills** has been a major focus of our University, its components and research units since 2017 and our decisions concerning PIA 4 calls for projects will reflect our further commitment to develop these priorities.

Lille's geographical location, at the crossroads of Europe, with a rich history of transnational academic and scientific cooperation, lies at the roots of another strategic specificity of our University, the **establishment of a Northern-European cross-border campus** with our closest partners in the UK (University of Kent) and Belgium (KU Leuven and Ghent), with further ramifications in the Netherlands and Germany. The **3i University Network (Interregional Internationalization Initiative)** provides an extremely promising framework for cooperation, despite the Brexit-related climate of uncertainty that has marked the past three years. This regional strategy has yet to be combined with the need to take part in European University Alliances.

This evaluation report has been an opportunity to summarize and deepen the full scope of experiences, observations and reflections that the I-SITE has enabled. In the concluding part of the report, we outline the **main perspectives we would like to address in the near future**, notably an increased focus on **undergraduate education** (through renewed curricula and transversal skills) and **impact on the regional environment** (through closer integration of the UN's Sustainable Development Goals, notably the promotion of health and wellbeing, the reduction of inequalities, the production of sustainable public policies, etc.). We will strengthen our international visibility and valorize our landmark features (such as textiles thanks to the integration of ENSAIT), improve our steering tools and provide a definitive statutory framework for the integration of the schools, institutes and faculties of the University of Lille. An international benchmark of relevant universities and an advisory board will help us the monitor this strategy.

The I-SITE label and its institutional and scientific consequences have fundamentally changed the place of higher education in the Hauts-de-France, thanks to the decisive contribution of a young but vibrant and already well-recognized University that enriches the economic ecosystem, scientific and innovative landscape, artistic and cultural life of Lille and its region.

1. ACHIEVEMENTS

1.1 TAKING INTO ACCOUNT THE JURY'S RECOMMENDATIONS

Jury's recommendation	Response given	Any commitment(s) made accordingly
Refine and implement with all partners, including the grandes écoles, a clearly recognisable integrated target university structure	The three Lille universities merged on the 1 st of January 2018. The Board of Directors of this university, alongside those of four "Grandes écoles", voted in May 2021 the statutes of an experimental public institution, "University of Lille".	The Target University (EPE University of Lille) will be created on January the 1 st , 2022.
Even though the 3 hubs do not focus on the humanities and social sciences, the university would greatly benefit from their more visible integration within the I-SITE scope of activities	The three initial hubs are multidisciplinary and integrate all disciplinary fields. To further reinforce Humanities and Social Sciences, a fourth hub focused on "Changing Cultures, Societies and Practices" (CCSP) was created in 2020.	The CCSP hub benefits from the same level of funding as the other hubs

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Jury's recommendation	Response given	Any commitment(s) made accordingly
Accelerate the HR policy especially in relation to hiring of internationally recognised researchers	Thanks to co-financing by local authorities and internal reallocation of priorities, we have been able to multiply the impact of the I-SITE funding. In the last 3 years, 15 of our 17 I-Site recruitments were of international scholars and 47% of all recruitments at the university level were explicitly aligned with the priorities of our 4 hubs. All I-SITE recruitments are evaluated by the executive office of the four hubs to ensure alignment with strategic priorities and approved (or not) by the I-SITE board (this role will be transferred to the president with the creation of the Target University).	With the creation of the University of Lille, and building on the experience of universities such as the LMU, we will pursue and widen this policy. The steering committee will be able to recruit strategic profiles directly when needed to ensure agility (this is key in a competitive environment). We will further increase the alignment of open positions with the priorities of our 4 hubs (from 53% to 60%) and expand the best practices implemented for I-Site positions to all positions (international publication, broad profiles ...). We have set up an HR team with staff financed both by the university and by the Ministry to coordinate this through our Euraxess centre (implementation of the HSR4R standard).

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Jury's recommendation	Response given	Any commitment(s) made accordingly
Continue to explore and refine the ambitious project to create a trans-national European university alliance	<p>This proposal has been impacted by the European Universities Initiative, which focused on geographically diverse alliances rather than cross-border ones.</p> <p>Despite this, we have continued to work very closely within the 3i alliance (KU Leuven, Ghent and Kent). They are all associate partners of the I-SITE and have played an important role in implementing a number of key initiatives.</p>	<p>While our European Initiative proposal was not selected (0,5 points below the threshold), joining a European University Alliance remains a priority.</p> <p>As part of the increasing cross-border integration within the European metropolis of Lille-Kortrijk-Tournai, we will reinforce our common approach with KU Leuven who have a major campus (KULAK) in this metropolis.</p>
Design clear indicators to measure a sense of belonging by the academic community, including its students	<p>To develop the sense of belonging, we have held numerous meetings and published a weekly newsletter and trimestral magazine <i>Transition(s)</i>. We have also launched a participatory platform (https://grandplace.universitedelille2022.fr/), modelled on that of Barcelona's city council, for students and staff to make proposals, vote on participatory budgets and solidarity mechanisms. This will be key to develop and measure the sense of belonging.</p>	<p>We are currently finalising a full set of indicators to measure this sense of belonging (through anonymous surveys, email address use, scientific affiliation, lab and faculty websites, ...). The actual tracking will, logically, start once the Target University is created on the 1st of January 2022.</p>

1.2 CHANGES IN THE PROJECT AT THE TIME OF GRANT AGREEMENT PREPARATION

The only change between the approved project and the grant agreement was budgetary. The project was calibrated for a net grant of €15M/year, in addition to the Labex budget (€5M/year). However, the final contract with the state subsumed the Labex budget within the €15 M/year, thus leading to a €5M/year deficit. To compensate this, we have raised since 2017 a further €8.1M from local authorities (MEL and region²) and €9.9M from private partners for I-SITE related initiatives³ ; (2) reallocated part of the budget of the I-SITE partners to I-SITE priorities⁴.

1.3 STRUCTURING AND GOVERNANCE

1.3.1) Constitution and structuring of the "Target University"

Has the "Target University" been created or is it in the process of being created?

The target university will be created on the 1st of January 2022:

- It will be an *établissement public expérimental* (EPE), as defined in the *ordonnance* of the 12th of December 2018.
- The process of drafting the statutes lasted from February 2019 till Spring 2021. It was open to input from all our communities and involved numerous general assemblies, meetings and contributions.
- The boards of directors of all five institutions concerned by the merger voted the statutes of the target university in May 2021.
- The ministry will publish the official decree announcing the creation of the target university at the end of August 2021.
- This will enable the election of the first board of directors and the first president between October and December 2021.

What institutional changes have taken place over the 4 years?

The creation of the target university has involved **four main stages**:

- First, **breaking down disciplinary barriers** with the merger of Lille 1, Lille 2 and Lille 3 (this process is comparable to that of Strasbourg, Bordeaux or

² The MEL (European Metropolis of Lille) and region finance many additional actions (€269M for the region) - these sums were specifically earmarked to compensate the I-SITE budget.

³ This only takes into account sums specifically allocated to the I-SITE, excluding PreciDIAB.

⁴ For example, *Lilagora*, our professional digital network was finally financed by the partner institutions. Launched in November 2018, it brings together students, alumni, high schools, partners and staff of the University of Lille. Managed by a team of 4 people, the network has 147,000 users, over 2 million page views and has already generated over 13 000 job applications from alumni or students.

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Aix-Marseille). This enabled the creation of the largest comprehensive university in France (73 000 students). It was effective on the 01/01/2018.

- Second, the **dissolution of the ComUE** with the transfer of the INSPE (Teacher Training School) from the ComUE to the University on 01/01/2020.
- Third, an in-depth **internal restructuring** of the *Unités de Formation et de Recherche* with mergers between entities bringing their number down from 37 to 11 in order to improve governance (most French IDEX have created intermediary structures such as *collegium* or *faculties* that regroup UFR but without actually undertaking any mergers⁵)
- Finally, **overcoming a symbolic gap** by integrating four *grandes écoles* and the merged university into our Target University (EPE) which will be open to the socio-economic world (with 40% of external members in the Board) and more flexible (on a similar model to Grenoble-Alpes or Paris Saclay).

Contrary to the initial project, two of the *grandes écoles* that were members of the I-SITE have not joined the target university:

- Institut Mines Telecom Lille Douai (merger of the École des Mines de Douai and Télécom Lille) did not join the Target University because it lost its legal personality in 2017 following the creation of the Institut Mines Télécom, a national institution under the Ministry of Economy and Finance.
- Centrale Lille Institute was created in 2020 by the merger of the École Centrale Lille with ENSCL. Centrale Lille Institute decided in December 2020 to postpone adhesion to the Target University because the model of the future School of Engineering is not yet ripe (we describe this later in the document).

The university will thus have 15 schools, faculties and institutes of which 4 will retain their legal personality during the initial experimental phase.

Governance of the target University of Lille

The University of Lille will be **governed by the president and her executive committee**. The Board elects the president and validates the strategy. The 15 components are responsible for the day to day running of the university on the basis of *contrats d'objectifs et de moyens* (COM).

Our two-tier model is relatively original in the French context since most IDEX have chosen to a three-tier model with faculties or collegium in addition to smaller *Unités de Formation Recherche* (UFR). We chose it after discussing with universities such as Strasbourg or Sorbonne who underlined the tensions between the Central bodies, the Faculties/Collegiums and the UFR, which are unavoidable in the current legal framework because UFR maintain prerogatives over staff recruitment and promotion.

The different bodies work as follows:

⁵ Exceptions exist such as Aix-Marseille that merged 6 UFR in Humanities and Social Sciences or the University of Paris that merged two UFR of Medicine and 2 UFR of dentistry.

- **The President.** The members of the Board elect the President of the University by absolute majority. Assisted by the executive committee she chairs, prepares the deliberations of the board of directors; and ensures the execution of all decisions. She conducts a management dialogue with each of the components as part of the guidelines set by the Board of Directors resulting in a multi-year contract of objectives and means.
- **The Executive Committee.** The executive committee includes the president, four statutory vice-presidents and the chief administrative officer. Its weekly meetings will constitute the core strategic and executive team of the University of Lille.
- **The Steering Committee.** It gathers the Executive committee, faculties' directors or deans, and directors of member schools. Chaired by the president, it defines the overall strategy of the institution, which it submits and reports, through the president, to the board of directors. When examining projects which concern them, such as the I-SITE or the State-Region project contract, the steering committee may invite academic partners and representatives of other partners institutions.
- **Other central deliberative bodies.** The University of Lille, also has, by law, a Scientific Council, and an Education and University Life Council.

What competences are already exercised jointly?

The target University will be created on the 1st of January 2022. It will exercise all the competences of a university as described hereunder.

What competences are effectively transferred to the "Target University"?

As described in point 1.2.3, all core competences will be transferred to the Target University on the 1st of January 2022. The four schools that keep their legal personalities during the experimental phase remain responsible for their budget and staff but implement the strategy, policies, and regulations of the Target University. The president of the university signs all diplomas, including those delivered by the schools whose budgetary and recruitment processes are integrated through *Contrat d'Objectifs et de Moyens*, to ensure that they are aligned with the overall strategy of the university.

Will these competences be enhanced in the future?

The EPE is by definition an experimental status. As underlined in previous evaluations by the international jury the current model with internal *personnalité morale et juridique* is imperfect⁶. We are perfectly conscious of this and will use the experimental phase to assess options for further developments of our institutional model.

This said, the key principles will remain in place: (1) strong central governance in charge of defining strategy; (2) subsidiarity with each faculty / school implementing core missions on the basis of a *contrat d'objectifs et de moyens*; (3) strong incentives to develop transversal initiatives through the hubs and graduate programmes .

⁶ The terms used in the [final report](#) confirming the IDEX of PSL and Paris Saclay are particularly explicit on this point: "ôter dès que possible le maintien de la personnalité morale".

1.3.2) HR policy of the “Target University”

Which body decides on the creation and/or assignment of positions?

1. The board of the university defines an overarching HR strategy and common processes (international publication of all open positions, 60% of recruitments should be aligned with the priorities of the hubs, etc.);
2. Each Faculty and School defines their HR priorities within this framework;
3. After an in-depth HR discussion with the central university to ensure alignment, the faculties and schools finalise their HR proposals;
4. In the case of the 11 faculties, the President of the University approves (or not) each proposal and opens the recruitment process. In the case of the 4 schools, the President expresses a formal opinion on the HR proposals but the Schools retain control over their recruitment process. In case of conflict, the president can block access to all university level finances, including I-Site funds.

Who appoints the recruitment committee and how is it made up?

The recruitment committees are appointed by the faculties, based on processes and rules approved by the University Board. As employers of their staff, member schools organize their selection committees and recruit their academic staff, following the same processes and rules as those of the university.

Any large university must delegate the appointment of recruitment committees to the level of the faculties and schools (with between 7000 and 22 000 many of our faculties are larger than a mid-sized university). This delegation is based on trust, but the quality of the recruitments is overseen by university level bodies and precise processes (see below). Each faculty has a strong incentive to ensure the quality of recruitments because this is taken into account ex post when the President of the University approves or not the opening of positions the following year.

What policy or policies is this committee mandated to implement in order to select the person to recruit?

The selection committees are mandated to implement the university's recruitment charter, which meets integrity requirements and complies with the European HSR4R standard. The university's HR policy promotes equal opportunity and in particular gender equality and gender balance between tenured and contract staff.

Which procedure ensures compliance of recruitment with the HR policy of the Target university?

The steering committee can verify that the profile of academic positions conforms with the university's HR guidelines and refuse to open a position if it does not.

The academic council of the university may overturn a recruitment in case of discrepancy on processes followed or profile of the selected candidate. If this concerns a member schools, they are invited to provide a justification. If necessary, a dispute resolution procedure can begin as described in art. 62 of the statutes.

1.3.3) Governance of the IDEX/ISITE project

What changes have taken place with regard to project governance?

The project has been governed as planned in the proposal by the **I-SITE ULNE Foundation**. The only difference being the creation of an internal ThinkTank, the CRI, to provide input on overall strategy and actions and ensure overall.

The steering committee meets monthly under the leadership of the Director of the I-SITE. It includes the President of the University, a representative of the *Grandes Écoles* and of each national research organization, the director of the University Hospital of Lille and the representative of the Pasteur Institute in Lille. The Board also includes representatives of the Region and MEL and meets 3 to 4 times per year.

The I-SITE foundation manages all PIA projects as well as strategic projects such as the pluriannual contracts with the state and with the region.

What are the main decisions taken jointly by the governing bodies in place?

By regrouping all the actors of the Target University, the steering committee of the I-SITE foundation has been able to define and start implementing a common strategy. This has enabled the existing entities to concentrate on their internal restructuring (with the merger of the three universities and the internal merger of UFR reducing the total number of faculties from 37 to 11). This constructive complementarity between the actions of the institutions and those of the I-SITE, so as to induce a dynamic of transformation, was highlighted by the HCERES evaluation of 2019.

Alongside the successful implementation of the I-SITE actions (outlined in the following chapters), the I-SITE Foundation has defined a shared strategy "A University for Global Transition" that outlines our ambition for research, education, transfer and international visibility in the coming five years.

On the 1st of January 2022, all the functions of the I-SITE Foundation will be transferred to the Target University and the Foundation will be dissolved in Spring 2022. The I-SITE funds will continue to be managed by a dedicated team placed directly under the responsibility of the president. These funds are fundamental because they act as levers for continuous transformation and key incentives to ensure the alignment of the faculties and schools and a common strategy with our other partners (CHU, Institut Pasteur, NROs, etc.).

On the 1st of January 2022, the new president of the University of Lille will thus have all the necessary tools to steer the Target University.

1.4 TRAJECTORY

Operational commitment	Scale of achievement (%)	Initially planned date of achievement	Any difficulties	Explanation for the level of achievement and for any divergences
Merger of Lille 1, Lille 2, Lille 3	100%	01/2018	-	-
Merger of Centrale Lille-ENSCL-ENSAIT	50%	01/2020	The merger of Centrale Lille with ENSCL went ahead but ENSAIT preferred to join the Target University immediately rather than Centrale Lille Institut.	The structuring of Engineering at Lille has been more complex than planned.
Merger of École des Mines de Douai and Télécom Lille	100%	January 2017	-	IMT Lille Douai was integrated into the national Institut Mines Télécom.

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Operational commitment	Scale of achievement (%)	Initially planned date of achievement	Any difficulties	Explanation for the level of achievement and for any divergences
Merger of Science Po Lille and ESJ Lille	0%	2019	The merger did not go ahead.	The integration of Sciences Po and ESJ Lille into the Target University led to rethinking the rationale behind the merger. As will be underlined in part 2, the existence of clearly identified professional schools is a strong asset.
Integration of schools in the target university	75% (in 2021)	2026	IMT, Mines Telecom & ENSAM can not integrate the Target University because they are now part of national institutions	Centrale Lille Institute (including ENSCL) decided to postpone its integration into the Target University. Discussions are still ongoing.
Creation of I-SITE ULNE Foundation with effective governance and operational agency	100%	S1 2017	Officially created in January 2018	Was de facto already functional from the moment the I-SITE was awarded

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Operational commitment	Scale of achievement (%)	Initially planned date of achievement	Any difficulties	Explanation for the level of achievement and for any divergences
Effective unique affiliation for scientific publications	81%	2018 : Effective unique affiliation 2019: recognition of unique affiliation (Lille University) by international ranking institutions (e.g. ARWU).	We have not yet reached 100% of implementation due to academic staff taking time to change their habits.	The charter is published on the university website, and detailed for each research unit. The implementation of a unique affiliation has been included in the annual monitoring of research units. The monitoring system automatically detects mistakes made by researchers in their affiliation details in scientific papers and they are contacted individually when this occurs. Univ-Lille is always in the first position in the signatures, thus enabling an improved visibility in the rankings.
Effective unique affiliation for doctorate program	100% (Target University perimeter)	2018: affiliation for doctorate		

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Operational commitment	Scale of achievement (%)	Initially planned date of achievement	Any difficulties	Explanation for the level of achievement and for any divergences
Concerted recruitment and attractive policies for academic staff in the perimeter of the Hubs	50%	2018	A concerted HR policy has been implemented for I-SITE recruitments. We have started implemented similar processes for all recruitments but need to reinforce this further.	The percentage of all recruitments aligned with the hubs has increased from 43% to 53%
Precise description of the target integrated "University" ULNE: governance, structuration and functioning	100%	2020	-	The statutes have been approved in 2021
Sustain – Hub core and interdisciplinary funds allocated	100%	Q4 2017	The foundation was created in early 2018.	The time taken to get the foundation up and running explains the slight delay in carrying out the first actions
Expand – Open and umbrella projects funds allocated	100%	Q4 2017	The foundation was created in early 2018	Umbrella actions evolved to the cluster strategy

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Operational commitment	Scale of achievement (%)	Initially planned date of achievement	Any difficulties	Explanation for the level of achievement and for any divergences
First Tenure tracks and Senior chairs recruitments	80%	Q3 2018	We recruited 11 senior chairs in partnership with local authorities as planned as well as 5 tenure track positions.	3 permanent researchers were attracted to Lille thanks to mobility procedures and attractivity funds (brexiter...). In 2021, the I-SITE also applied for 6 more tenure track "Chaire de Professeur Junior" and we plan to fully use the new possibilities offered by the LPR law.
Opening of 3 graduate schools	100%	• Q3 2017	The Graduate Schools and Programmes were officially launched in 2020, rather than 2018.	Thanks to the success of the SFRI call (GRAEL Project) and I-SITE funding, we transformed the 6 doctoral schools into 7 graduate schools. We implemented 4 graduate programs aligned with the hubs.
Setting the doctoral incubator	50%	• Q4 2017	We did not implement action 1 of the doctoral incubator (introduction to research at the undergraduate level)	Action 1 of the doctoral incubator will be implemented with the major forthcoming reform of our undergraduate cycle
Undergraduate, master and doctoral programs	100%	• 2018 Q4 2018		

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Doctoral incubator running on cruise speed	50%	2021	Action 1 of the doctoral incubator will be launched later	The I-SITE has awarded €2.3M to Master scholarships aligned with the hubs - 300K more than planned in the proposal
Set-up of CIPN and first allocations to innovative pedagogical projects	100%	Q4 2017	-	The projects were launched as planned. The Lille Learning Lab will be officially opened in new premises in September 2021
Use of innovative pedagogical means to develop lifelong training	100%	Q4 2017	Slight delay in launching	More than €500,000 was invested in the "University of Work-linked Training" operations, which supported 4 projects (other calls to follow). We launched the first LLL programme aligned with Hub 2 in 2021 (Exist Programme - €162K).
First innovation funds allocated to projects	100%	Q4 2017	Slight delay in launching	Prematuration funds

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Operational commitment	Scale of achievement (%)	Initially planned date of achievement	Any difficulties	Explanation for the level of achievement and for any divergences
Front Office set-up and operational	100%	Q4 2017	Delay in launching to 2021	Plug-in Lab is now operational
Sustain the creation of joint public-private research laboratories	100%	2018	-	
Mobility funds set up to promote mobility of students	100%	Q1 2018	-	55 research mobility grants (1 to 6 months) ; 134 mobility grants in the framework of graduate programmes
Effective collaboration agreements with close network: BE Universities: Ghent, Louvain, KU Leuven	100%	2018	Slight delay in signing the agreement. The University of Kent joined but not UC Louvain.	<p>The University of Lille created in 2019 the 3i University Network (Interregional Internationalization Initiative) with KU Leuven, Ghent University and the University of Kent.</p> <p>A strategic agreement has also been signed between Lille and KU Leuven in 2019.</p>

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Operational commitment	Scale of achievement (%)	Initially planned date of achievement	Any difficulties	Explanation for the level of achievement and for any divergences
Creation of a European campus with Belgium Universities (KU Leuven, Ghent, UC Louvain)	90%	2018-2020	<p>The University of Kent joined but not UC Louvain.</p> <p>The planned joint degree MSc has not yet been set-up</p>	<p>Co-supervision of 46 PhDs</p> <p>4 thematic research group (170 researchers) (Nutrition & health, Communities & well-being, Marine & maritime challenges, Climate & energy)</p> <p>3 joint research Labs : <u>Lille/Ghent</u>:</p> <ul style="list-style-type: none"> -Pollutant Emission Control through Plasma Assisted by Catalysis; - Supramolecular communication between polymeric materials; <p><u>Lille/ KU Leuven</u>: - High performance fluorescence (super resolution) microscopy</p> <p>354 staff and students cross-border short-term mobility</p> <p>21 cross-border projects</p> <p>Chair in educational technologies to support the creation of the Lille Learning lab</p>

1.5 OTHER ACHIEVEMENTS

1.5.1) Transformational nature and added value

What are the major achievements of the IDEX/ISITE and in what respects could they not have been achieved without the support provided by the PIA programme?

As in many other French cities, the higher education and research ecosystem of Lille used to be divided in an incoherent way along disciplinary fields and between universities and *grandes écoles*. The history and geographical situation of Lille exacerbated these problems with chronic public underinvestment⁷ and a proximity to Paris that meant that many of our academic staff perceived Lille as a stopover point in their career⁸. Finally, the characteristics of the territory in terms of inequality, unemployment and post-industrial restructuring required a focus on these issues at odds with the incentive structures of these HER Institutions.

This diagnosis has guided our strategy during the past four years, whilst the PIA has enabled us to implement an in-depth transformation at both the institutional level and within each of our core missions.

The whole process is well summarized by the term “transition”, which reflects the priorities of our territory, our institutional transformation and the global challenges our societies are facing.

We have set up 4 Hubs and four associated Graduate Programs, on topics where we have strong expertise, to spearhead this new approach and embody our new identity as a civic university. They focus on transversal approaches to global transitions in health, environmental, digital transformation and societal issues and are closely aligned with regional priorities, such as the programme for the third industrial revolution (for example catalysis and bioeconomy; vulnerability and inclusion; digital infrastructure). They are themselves boosted by the 370 I-SITE projects that we have implemented and carefully structured to maximize our impact around the concept of Global Transition.

On the 1st of January 2022, our Target University, the University of Lille will be created. Thanks to the actions enabled by the I-SITE, it will have a clear vision and mission and a strong identity as a civic university, focused on a holistic approach as defined by the UN's Sustainable Development Goals.

In what respect do the IDEX/ISITE actions stem from a strategy that goes beyond simply funding and coordinating the operations carried out by the members?

⁷ Lille is the urban area of over 1 Million inhabitants with the least large-scale scientific infrastructure and the fewest researchers belonging to national research organizations in France.

⁸ The 50min travel time between the two cities gave rise to the term *professeur TGV* to describe the many professors at the HER Institutions of Lille who live in Paris and come to teach twice a week.

The actions initiated by the I-SITE have led to a real and profound change of the Lille ecosystem, with the emergence of a target university carrying out a shared strategy on behalf of all HE&R partners. The involvement of NROs has been considerably strengthened in the new five-year site contract.

The University of Lille's greater visibility with socio-economic players (companies, local authorities) is also noteworthy. It also has more influence on the Region-state contract program, especially as its strategy is perfectly aligned with the Region's strategy (S3)⁹.

1.5.2) HR policy and mobilisation of resources of the IDEX/ISITE project

What are the mechanisms for allocating the human resources?

To ensure overall strategic coherence, the I-SITE Foundation ULNE had full decision-making authority for allocating all human resources financed with (a) I-SITE funds, (b) funds from all other PIA projects to which members of the Lille consortium applied and (c) funds from regional and local authorities.

How is recruitment carried out?

- ***Which body decides on the creation and/or assignment of positions coming under the IDEX/ISITE?***

The I-SITE Steering Committee controls the creation and assignment of all positions.

- ***Who appoints the recruitment committee and how is it made up?***

For high potential researchers and tenure tracks: (a) the I-SITE Steering Committee opens a call; (b) scientific experts named by the 4 hubs and co-funding partners (region, etc.) rank the candidates; (c) the Steering Committee validates the proposals.

For PhD students, two main recruitment processes exist. For the Marie-Curie cofund PEARL and the Health PhD: (a) the I-SITE Steering Committee opens a call; (b) external experts nominated by the I-SITE Steering Committee evaluate the candidates; (c) the I-SITE Steering Committee validates the proposals. For PhDs funded within I-SITE projects: (a) the I-SITE Steering Committee manages the selection of projects¹⁰; (b) the PI of the project is responsible for recruiting the PhDs.

Other recruitments (post-docs, engineers) were recruited within I-SITE projects following the same principle as that of the PhDs.

- ***What policy or policies is this committee mandated to implement in order to select the person to recruit?***

⁹ The I-SITE partners have set-up 12 projects, which will be funded to a total of €60M by the Region and the French State.

¹⁰ All I-SITE projects were selected following an external evaluation (European Science Foundation), a ranking by the 4 hubs and a decision by the I-SITE Steering Committee. The I-SITE compensated the juries it convened and the expertise of the ESF. The composition of the panels depended on the type of recruitment but included a majority of foreign members.

The selection committees are mandated to implement the target university's recruitment charter, which meets integrity requirements and complies with the European HSR4R standard. The target university's HR policy promotes equal opportunity (in particular gender equality and gender).

What is/are the institution(s) employing personnel recruited thanks to the IDEX/ISITE funds?

Staff recruited thanks to I-SITE funds were employed by the partner institutions of the I-SITE. 87% of all personnel recruited were employed by institutions that will integrate the Target University on the 1st of January 2022. From this date on, all recruitments will be employed by the Target University (with exceptions made for priority projects of the Target University with one of the partner institutions).

How many positions have the IDEX/ISITE member institutions allocated to the project priorities?

In 2016, 70 academic staff were hired, of whom 30 had profiles aligned with the 4 hubs, i.e. 43% of recruitments. In 2020, this percentage increased to 53%, which illustrates the major impact that the hubs have had recruitment strategy throughout the Target University. Our aim for 2025 is to reach 60% of all recruitments aligned with the hubs.

What instruments are used to serve the talent management policy?

The I-SITE talent attraction campaigns started in 2018 (€ 2.72 Million). Since 2020, it has been boosted by the participation of the Region Hauts-de-France and the Métropole Européenne de Lille (Hauts-de-France Region, € 1.20 Million and MEL, € 1.23 Million). It includes a special focus on attracting researchers about to leave Britain as a follow-up to Brexit (the Region has so far supported 5 applicants in their relocation to Lille through special incentives). All recruitments, both of high scientific profiles as well as young talents are **decided on the basis of proposals from the hubs**.

High scientific and technical potential	
Recruitment procedure	Each application is first reviewed by the members of the thematically relevant hub and, prior to the creation of the Target University, by the institutional partners of the I-SITE, to ensure strategic alignment. The final decision is formally approved by a committee including representatives of the three co-funders.
	Developments envisaged : The involvement of the region and Métropole Européenne de Lille has enabled us to double our funding potential and underlines the importance of combining efforts. We intend to reinforce this approach in the coming years. In terms of decision-making, the creation of the Target University will simplify the process.
Type of contract (and name of employer)	Methods implemented: Fixed-term contracts were signed between incoming researchers and host members of the consortium (Université de Lille, CNRS). When relevant, we required applicants and host labs to prove their willingness to pursue their collaboration in the long run (see “Career management” on the next page). To maximize the leverage effects of the campaign, special attention was paid to applications whose PI was already (or very likely to become) a staff researcher in one of France’s major institutions (CNRS, Inserm...), avoiding the signature of a new employment contract for administrative and financial convenience and increasing the NROs involvement in Lille.
	Developments envisaged: From January 2022 on, the newly created Université de Lille 2022 will hire all researchers, and members of the consortium will no longer sign contracts of employment.

Duration of procedure	<p>Methods implemented: In 2020, the first joint call for interest spread over 4 months, from mid-January (launch of the call) to mid-May (announcement of the results). Selected candidates moved to Lille (or started working with Lille research units) within 6 months after the end of the process.</p> <p>Developments envisaged: We plan to shorten the process (the length was linked to the impact of Covid).</p>
Remuneration policy	<p>Methods implemented: We chose to let host institutions reach an agreement with the selected researchers, in accordance with their own remuneration policies. Some structures have very detailed pay grids that leave little negotiation margin, others have more flexibility. Because pay grids are largely linked to seniority and family criteria, it is complex to take into account a candidate's curriculum or to guarantee their salary will be equal to their former wage abroad. Our talent attraction strategy focused on offering an attractive work environment for brilliant researchers, with financial and human resources to conduct ambitious projects and services to help them file applications to European funds (ERC, H2020).</p> <p>Developments envisaged: Employment contracts issued by the Target University will allow us to have greater negotiation margin with the researchers wishing to join us, thanks to the new status as an EPE. This will enable us to offer more attractive salaries.</p>
Career management	<p>Methods implemented: We try to ensure that candidates aim to stay in Lille for a long period of time. When there is any doubt with their application file, we ask them for more details about their career plan. Commitment is also required from host labs: they must explain what they plan to do to make sure the candidate will remain in Lille in the long run, e.g. anticipate what kind of employment contract could be offered when the support we provide is over, with a focus on positions in NROs or new permanent positions as Professors.</p>

	<p>Developments envisaged: As of today, lab directors cannot make commitments beyond the above mentioned. They cannot guarantee that a new position will be open in their lab in the next few years; should it happen, they are forbidden to prearrange it for a specific candidate. We plan to address this question.</p>
Planned supporting resources	<p>Methods implemented: The talent attraction strategy relies on a structured approach, co-funded with MEL and REGION call for interest. The Université de Lille also increased the attractiveness of the offering PhD grants to support high potential recruits.</p> <p>This new approach allowed very ambitious projects to be launched, with unprecedented funding to back them. The best example of this is the project of Prof. Takats (depicted below), who benefits from a million euro support through the call for interest.</p> <p>Developments envisaged: As mentioned above, this call was warmly welcomed by our communities. If the I-SITE label were to be renewed, the I-SITE would perpetuate this way of doing things. Our public partners value the hubs' expertise and co-funder are happy with the leverage effect of this common procedure.</p>
Principal recruitments	<ul style="list-style-type: none"> - Michele Friend is specialised in the philosophy of mathematics, logic, the theory of relativity, chemistry, ecological economics, and computer science. She currently works at the Catalysis and Solid-State Chemistry Research Unit (UCCS-UMR 8181). There, she is developing an innovative decision-making tool to evaluate industrial biomass refinery processes in the Hauts-de-France Region. - The UCCS are also hosting Fabio Bellot Noronha (expert in heterogeneous catalysis and biosourced hydrogen production) to take part in the CatBioInnov project. It is based on the concept of a "zero-waste" biorefinery, and aims to develop flexible and modular processes to use every component of a given biomass. - As a follow-up to Brexit, Marc-Emmanuel Dumas left London for Lille in 2021. A former leader of the Microbiome Network at Imperial College, he currently works within the

	<p>Labex Egid (European Genomic Institute for Diabetes) and the National Center for Precision Diabetic Medicine (PreciDIAB). His project is entitled "Harnessing the microbial metabolome to improve human health in cardiometabolic diseases".</p> <p>- ERC Advanced Grant laureate John-Christos Vassilicos, from Imperial College London, joined the Laboratoire de Mecanique des Fluides de Lille (LMFL) in October 2019. He runs the project CoPreFlo - Computational Prediction of Turbulent Flows, perpetuating and broadening a 4-year collaboration with members of the lab on wall turbulence (turbulent boundary layers).</p> <p>- Cancer specialist and twice ERC laureate Zoltan Takats joined the laboratory PRISM (U 1192 Inserm) from Imperial College London in 2020. His work introduces a novel paradigm into cancer care, where disease is defined by its molecular interaction network structure instead of morphology and gene expression patterns. Thanks to joint efforts by the Region Hauts-de-France, the MEL and the I-SITE, this project benefits from an unprecedented support of over one million euros.</p> <p>- Tatjana Nazir's (DR CNRS) project SOBARAG questions the impact of interaction with social robots on our everyday lives. She looks for "behavioral triggers" (displayed by artificial agents) and context conditions that will enable humans to feel comfortable around them.</p>
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"Tenure track" actions or arrangements	
Recruitment procedure (notably composition and method of appointing the selection committee)	<p>Most of the answers are the same as in the first table since we are dealing with the same tool. Therefore, only the details that are specific to young researchers are depicted here.</p> <p>Methods implemented: see above</p>
	<p>Developments envisaged: see above</p>

Type of contract (and name of employer)	Methods implemented: Since we cannot rely on a proper tenure track mechanism – as such a tool does not exist in France yet, fixed-term contracts have been signed between incoming researchers and host members of the consortium (Université de Lille, CNRS) when relevant.
	Developments envisaged: Employment contracts issued by the Target University will allow greater flexibility. Moreover, we are currently involved in the recent procedure launched by the Ministry of Research for hiring junior professor chairs. We will submit six profiles in accordance with the scientific priorities of the hubs. We will also fully exploit the possibilities opened by the new LPR law.
Remuneration policy	Methods implemented: See above
	Developments envisaged: See above
Career management	Methods implemented: See above
	Developments envisaged: we aim to create a genuine tenure track system.
Planned supporting resources	Methods implemented: See above
	Developments envisaged: We expect to receive additional resources in the framework of the recent procedure launched by the Research Ministry for hiring junior professor chairs.
Principal recruitments	<p>- Etienne Coyaud was recruited on an I-SITE funded fixed-term contract by the lab PRISM (Proteomics, Inflammatory Response, Mass Spectrometry) in 2019. A brilliant young researcher in the field of Merkel cell polyomavirus, he is applying for a permanent position at Inserm.</p> <p>- Zhixiong Gong joined the IEMN (Institut d'Électronique de Microélectronique et de Nanotechnologie, CNRS) in 2020 to</p>

	<p>pursue his work on acoustic tweezers. It strengthens one of the lab's fields of choice, as several patents have already been filed by the IEMN over the last years. His salary was paid on I-SITE funds at first ; as of today, he is about to be offered a full-time position.</p> <p>- Ivaldo Itabaiana, a young expert in biocatalysis and medical bionanotechnology, was recruited along his colleague Fabio Bello Noronha to carry out the CatBioInnov (already mentioned in the previous table) project, based on the concept of a "zero-waste" biorefinery.</p>
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Number and funds totalled over the period	Doctoral students	Post-doc	Tenure track	High potential
Number of recruitments made solely with the IDEX/ISITE funds	133	59	2	3
Funds devoted to these recruitments by the IDEX/ISITE	15 409 758 €	4 025 267 €	250 000 €	638 832 €
Number of recruitments made with joint IDEX(ISITE)/IDEX partners' investments	48	56	3	8
Funds devoted to these recruitments by the IDEX/ISITE	3 580 966 €	2 711 098 €	340 400 €	1 494 687 €

How are these instruments used to serve the strategic orientations of the IDEX/ISITE?

One of the key aims of our I-SITE recruitment policy has been to increase our capacity to attract talents to Lille. This has had a positive knock-on effect on the university's HR policy as a whole (we hire on average 50 researchers per year). We have thus successfully incentivised all faculties to orient their recruitment profiles towards university level priorities such as those defined in the hubs and to widen recruitment processes to attract more prestigious and more international candidates.

END OF PROBATIONARY PERIOD

EVALUATION REPORT

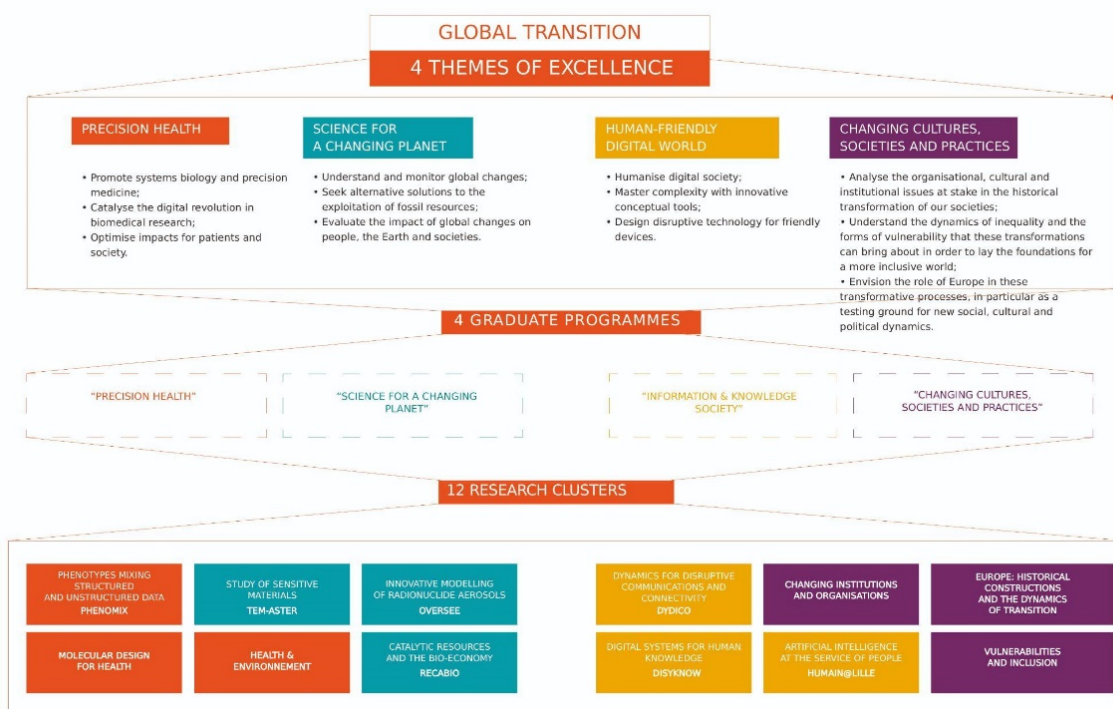
This external HR focus is mirrored by an increasing capacity at detecting internal talent through tools such as those described in part 3 of the report. In this regard, we aim (1) to limit internal recruitments (and notably that of PhD students from Lille University) to ensure talent flow and increase our global connection (a former PhD student who obtains a position at Harvard is the best ambassador that Lille can have), whilst (2) providing extra resources (funding for PhDs and PostDocs) to promising young researchers at Lille University to increase our internal talent pool.

Young researchers have **two support mechanisms** at their disposal. (a) The "young talent" call allows an academic staff with less than two years of seniority to recruit a postdoctoral student to continue his/her research. (b) The "ERC Generator" call, which is aimed at any researcher, provides the means for a researcher to prepare for European ERC calls for two years. This system notably helped us obtain our very first ERC in the field of the humanities. In addition, the university trained 50 academic staffs to **better prepare** for the IUF selection campaigns and set up a **personalised support** system for those with three years' seniority.

1.5.3) Research and training

What are the strategic lines with regard to research and training?

The research & training strategy implemented by the I-Site combines top-down directions (for strategic differentiation) and bottom-up scientific creativity. It is structured along **3 main strategic lines**: (A) the Transition Hubs to **structure and increase excellence**, (B) the Transition Hubs as levers of **integration of research and training**, and (C) **technology-enhanced learning and teaching innovation** (cf. appendix 3 for further details).



A. The Transition Hubs to structure and increase excellence.

Each hub coordinates a thematic domain addressing a specific transition: **Precision health, Science for a changing planet, Human-friendly digital world, and Changing Cultures, Societies and Practices**. The first three were launched in 2017 and the fourth one in 2020 following a process combining a call for projects, a bibliometric analysis and a review by the I-SITE steering committee. The key priorities of each hub are defined by their executive committees which include experts from faculties, schools, labs, NROs and projects such as Labex.

Each hub has mapped our core strengths by combining bibliometric approaches (see part 3) with bottom-up participative work to identify research clusters that **reinforce the thematic differentiation of our university**. These were reviewed and approved by the I-SITE Steering Committee for a period of 4 years, renewable once.

Currently, **each Hub has 3 thematic clusters** which structure our scientific forces around large-scale projects. Each cluster has been allocated up to 1,5 M€ and often benefits from other I-SITE funding (e.g. the Sustain & Expand calls for projects) as well as **other PIA projects** (4 Labex, PreciDIAB, 8 Equipex, 2 RHU) such as the Labex CaPPA for the Oversee cluster (Planet hub), the Labex CEMPI and Equipex FLUX for the Dydico cluster, and the Labex DISTALZ and EGID for the Health Hub Clusters.

These Clusters have also helped **develop stronger institutional collaborations**. For instance, our Health Hub SpiderMass project (Sustain & Expand, 2019) has contributed to ONCOLille, an interdisciplinary research institute on cancer (ULille, Inserm, CNRS, Centre Oscar Lambret and CHU). Whereas the Digital Hub has amplified collaborations between ULille, Inria, CNRS and technological platforms in digital science, but also the faculties of Humanities and Psychology and Educational Science. Finally, the CCSP Hub has spurred new collaborations between ULille, Sciences Po Lille, ENSAPL as well as CNRS and MESHS.

Our Transition Hubs are designed to **boost collaborations beyond disciplinary borders**, especially between experimental, human and social sciences. The Planet Hub's interdisciplinary ethos is perceptible in the ReCaBio cluster, which seeks to address the scientific and societal hurdles to bioeconomy and question the ethical, socio-political and social consequences of ecological change¹¹. The Hub thus organizes interdisciplinary seminars with **researchers from a wide array of disciplines** (from philosophy and literature to chemistry, physics and biology) around concepts such as deceleration, energy challenges, sustainability, reversibility and circular economy. All the Digital Hub clusters are fundamentally interdisciplinary, with

¹¹ In the framework of ReCaBio, the interdisciplinary CUMIN programme (Campus Universitaire à Mobilité Innovante et Neutre en carbone) led by L2EP aims to make University of Lille's "Cité scientifique" campus a demonstrator of electromobility. CUMIN is working on renewable energy electricity production, the improvement of electric vehicles, and its acceptability and economic models. The ReCabio project also allowed us to host Prof. M. Friend, an invited Professor in philosophy integrated to the Unit of Catalysis and Chemistry of Solids since 2019.

HumAln@Lille developing machine learning AI approaches with a strong focus on acceptability and confidentiality, and DiSyKnow investigating the individual and societal transformations resulting from digital technology, while Dydico combines our expertise in nanotechnology, photonics and mathematics to design the technologies of tomorrow for communication networks. Health Hub's CPER Resist-Omics federates interdisciplinary teams to understand, treat and improve the quality of life of hundreds of thousands of patients in our region suffering from inflammatory and infectious diseases (cf. 1.5.9). Moreover, the INCLUDE Health Data Warehouse, which securely and anonymously collects the data produced during the care of patients, is open to researchers who strive to improve the quality of care and medical-economic analysis. The CCSP Hub projects are similarly marked by a strong interdisciplinarity, with 64% of them mobilizing at least 3 disciplines and 20% 5 or more. The I-Site has furthermore increased its **support to projects reaching across different hubs** (43% of funding allocated in 2020). The SmartDigiCat Chair for instance has triggered fruitful interactions between UCCS (Hub Planet), CRISAL and INRIA (Digital Hub) to develop optimised, safer and more environmentally friendly catalytic processes by combining high-throughput catalytic screening, theoretical chemistry, human sciences and AI.

Our Transition Hubs strategy has already had a **significant effect on our scientific output**. Within the Planet Hub, the Overseer Cluster has generated 15 publications (6 in journals of high standing, with 2 journal covers) and the Recario Cluster 17 publications (7 in journals with IF >5 and 3 with journal covers)¹². In the Digital Hub, 15 of the 69 papers published by the DYDICO cluster in 2019 and 2020 were in the top 10% most cited, including 3 in the top 1%, and 8 in Nature journals. The impact of this strategy is further reflected in its **leverage effect on other funding sources and calls for projects**. The Recario and Overseer Clusters have for instance raised €1,2M additional funding from ANR, MEL and the Region. A significant leverage effect has also been achieved by the clusters of the Digital Hub with 4 ERCs (starting and consolidator), 4 H2020 projects (MSCA, SU-SEC, FET Flagship), 2 Interreg projects, 4 International Associated Laboratories (with Oxford, Minho, Waterloo and Shinshu universities), 6 Equipex+ technological platforms, 10 IUFs and 32 national and CNRS PhD grants. The Health Hub has achieved similar leverage around the Preciadiab project (€23 Million) the RHUs Willassist and Precinash (5 and 6 M€) and the oncology projects related to the Reprodahm ERC consolidator grant (950k€ raised in addition to the ERC). The CCSP Hub's call for proposals has been launched in 2020-21 to develop a culture of project-based research in Humanities and Social sciences. It has provided financial and coaching support to 25 projects in their maturation phase, with a view to submitting responses to other calls (ANR, ERC, Horizon Europe).

B. The Transition Hubs as levers to integrate research and training.

Our Transition Hubs have also worked to **pool our strengths and structure research-based Graduate Programmes (GP)**. Mirroring our Hubs, these GPs foster

¹² In 2020, the research work of the CaPPA Labex teams was published and given pride of place in A-rank scientific journals with a high impact factor. The total number of these publications increased by approximately 20% compared to 2019.

interdisciplinarity, internationalisation and openness to the socio-economic world in our graduate training offer. Each GP enrolls students from selected Master's tracks, as well as PhD students working on the topic. They organize regular interdisciplinary events where students collaborate to address major societal challenges. All our GPs feature specific tools to enhance attractiveness (merit-based scholarships and mobility grants). The first 3 programmes are taught in English and require study abroad periods. They include interdisciplinary summer schools and colloquia. Regular afterwork seminars are also held to inform students on career opportunities and tighten ties with the socio-economic world. The **Science for a Changing Planet Graduate programme** has 8 English-taught Master's degrees in physics, chemistry, biology and Earth sciences of which 4 are Erasmus Mundus accredited. The **Information and Knowledge Society' Graduate Programme** has 10 Master's degrees in computer science, mathematics, physics, nanotechnology, data science, cognitive sciences and philosophy. The **Precision Health Graduate Programme** has a Master's degree in Biology and Health and a PhD program which includes interdisciplinary courses from OMICS to system biology, imaging, AI, mathematic modelling of living organisms, ethics, public policy and health economics. A **Changing Cultures, Societies and Practices Graduate programme** will be launched in September 2021, integrating 19 Master's degrees.

Beyond our Graduate Programs, the ULNE I-Site has developed an **Executive programme in Innovation and Social Transitions (ExIST)**, which pools our scientific and training strengths to build a platform of services to train professionals to technologies and jobs of tomorrow (cf. appendix 3).

C. Technology-enhanced learning and teaching innovations.

Our third strategic line **combines advanced research in educational sciences and practical support and spaces for innovative learning and teaching practices**. It has strengthened our partnerships in the field of educational technologies, especially with KU Leuven, UCLouvain and the Centre National des Arts et Métiers, which all sit on the LLL Steering Committee.

The **Lille Learning Lab (LLL)** is a flagship structure that integrates **innovative learning spaces on 3 campuses**, offers facilities for collaborative working, synchronous distance learning, multisite teaching and teachers' training and provides support to **research projects** in educational sciences and technologies. Build with the scientific support of the Chair TELS (cf. below), it draws on various technological solutions already in use as well as on WeConnect, co-developed with Barco and the KU Leuven ITEC. The LLL will also draw on the ULille **support training for lecturers in pedagogy**, which has been extended to all I-SITE academic institutions. Co-funded by the I-Site and the MEL (€1,5 M), the LLL will open its first location in summer 2021, with its two other locations due to open in 2021-22. The project has already developed strong working relations with the Leuven Learning Lab and the Louvain Learning Lab, in order to build a euro-regional network.

Our learning and teaching innovation strategy has also relied on 14 **bottom-up applied research projects**, funded through calls for projects (€3,2M) and selected for their innovative ambition, educational value or dissemination potential. Several focus on **Learning analytics**, such as PROFFIterOLE3 (automated selection and collection

of learners' data on a learning platform) or a joint PhD with KU Leuven to study the identification and selection of the relevant data to build optimal learning environments. Other projects focus on **online and on-site innovative learning spaces** to better respond to students' expectations and practices. Set up in partnership with KU Leuven ITEC, our Chair on Technology Enhanced Learning Spaces (TELS) has organized several seminars and will host an international conference in Fall 2021. Finally, in order to enhance students' professional insertion, the I-SITE has funded the **Université de l'Alternance** project (500 k€), which has enabled a 16% increase in students following sandwich-course degrees (4 000 students overall in 140 different sandwich-courses).

	Themes	Number of researchers concerned (2020)	Number of students concerned (2020)	Funds allocated (I-SITE)
Specific investment of the IDEX/ISITE in research	HUBS LABEX PreciDIAB	2 802	6303	23 389 000 € 16 685 000 € 14 035 000 €
Specific investment of the IDEX/ISITE in training	Educational innovation Lille Learning Lab Lifelong learning IDEFI LABEX & PreciDIAB	2 802	76 000	3 791 000 € 1 714 000 € 500 000 € 500 000 € 3 840 000 €

END OF PROBATIONARY PERIOD

EVALUATION REPORT

	Themes	Number of researchers concerned (2020)	Number of students concerned (2020)	Funds allocated (I- SITE)
Joint IDEX(ISITE)/IDEX partner investments	Engineering Lille Urban Chair (Metroforum)	1885	29 368	400 000 € 100 000 €
Joint IDEX(ISITE)/other PIA project investments	GRAEL (SFRI) WILL (IDÉES) RHU	2802	76 000	2 278 000 € 1 486 000 € 40 000 €

END OF PROBATIONARY PERIOD

EVALUATION REPORT

PIA1/2/3 projects	Key structural impacts	Synergies with the partners external to the Initiative	Other contributions of the project to the Initiative	Any enhancement of the project potential by the Initiative
All LABEX	Synergy between hubs and LABEX		Within their scientific scope, full contribution to research and training and to economic and international partnerships	In 2018, the I-SITE Steering Committee decided that LABEXs extended after 2019 would receive additional funding. This supplement (€ 1.3 Million / year) must primarily finance collaboration with local teams outside the LABEX, economic partnerships and training
CAPPA	Structuring of 7 laboratories (160 people) offering strong international visibility in the field of atmospheric sciences. Scientific support towards the OVERSEE I-SITE research cluster. Participation in the "Science for a changing planet" graduate program.	Collaborations and leverage effects (PhD funding) with national organizations: CNES (National Center for Space Studies) and IRSN (Nuclear Safety Research Institut).	Education: Master Atmospheric Sciences, supported by CaPPA strongly involved in the graduate program Sciences for a Changing Planet	Education : financial supports for scholarships and mobility grants for the Master's students

END OF PROBATIONARY PERIOD

EVALUATION REPORT

PIA1/2/3 projects	Key structural impacts	Synergies with the partners external to the Initiative	Other contributions of the project to the Initiative	Any enhancement of the project potential by the Initiative
CEMPI	Scientific and financial support towards the DYDICO I-SITE research cluster. Organization of a site-wide "Topological matter" working group. Strong interaction with an ERC laureate in the "HumAIn@Lille" cluster. Important participation in the "Information and Knowledge Society" graduate program.		Promotion of interdisciplinarity and of a graduate school program since 2012, prefiguring the active strategy of the initiative on these matters.	
DISTALZ	Distalz continues with the dynamics of the ARIANES project within the State-Region project contract	Distalz is the backbone of a national network	Inclusion of new teams, with two ERCs, increasing the visibility of Neuroscience in Lille	Strong investment in training Boosting the relationship between fundamental and clinical research

END OF PROBATIONARY PERIOD

EVALUATION REPORT

PIA1/2/3 projects	Key structural impacts	Synergies with the partners external to the Initiative	Other contributions of the project to the Initiative	Any enhancement of the project potential by the Initiative
EGID & PreciDIAB	Labelling of the PreciDiab project as a National Centre for Precision Medicine	Private partners members of the "PreciDIAB Initiative" club Inclusion in the national network of precision medicine centres (3 sites)	Inclusion of two new teams in EGID. Funding of 15 PhDs for the benefit of the Graduate Programme	Co-funding of training and scientific animation (€500 000)
SATT	Detection of projects with potential economic impact coordinated by SATT/University of Lille. Articulation with CNRS Innovation for pre-maturation	Co-maturation with companies, funding of the pre-maturation by the Region - Start'AIIR scheme	2017-2020, 40 patents and software registered, 17 licences granted SATT support for doctoral training, particularly in the context of the PEARL project on the "intellectual property" aspect	I-SITE co-funding of two pre-maturation programmes, one with the Region SATT I-SITE call for innovation projects in HSS (investment in 9 projects, some of which are currently leading to future technology transfers). Support for business creation projects carried out by ULille/Cre'innov

Are these strategic lines embodied by a specific structure (e.g. collegium, departments, institutes, schools, etc.)?

No. Hubs and Graduate Programmes have been explicitly designed as transversal tools involving faculties, schools and labs. They offer access to strategic funding,

without becoming competing structures, thus having a major transformative impact throughout the university, as underlined in the sections on HR for example.

What competences are exercised by these new entities?

In their respective fields, the Hubs, Graduate programmes and Graduate schools (i) propose strategic orientations to the governing bodies, (ii) coordinate the deployment of the actions approved by the Steering Committee.

1.5.4) Policy for transfer to industry

What are the main successes of the IDEX/ISITE policy for transfer to industry?

We worked in close collaboration with the **regional innovation ecosystem** (SATT Nord, innovation clusters and incubators) to gather additional funding without multiplying calls for projects. Overall, the I-Site mobilized 3,9 M€ to support 81 projects (40 innovation projects, 41 university-industry partnerships) with a strong leverage effect (additional funding of 18 M€ from 59 companies, MEL, HdF, EDRF and SATT).

Fostering innovation, transfer and entrepreneurial skills. To accelerate technology transfer we strengthened our partnership with SATT Nord (who adapted their axes to our 4 Hubs), co-designed actions and involved them in project selection and follow-up.

- **Boosting Innovation.** We focused on technologies at a low level of maturity (TRL 2-3) - the weak link of the transfer process. We notably designed an action to develop laboratory demonstrators with SATT Nord, joined Start'AI RR, a regional funding program and launched an initiative for **Humanities and Social sciences**. Overall, we funded **40 projects** (incl. 11 in various HSS areas), with good preliminary results: ongoing invention disclosures or patents, 3 creations of start-ups, 2 co-developments of technologies with companies. Thanks to the POCs, several projects obtained further external support, notably from CNRS Innovation, SATT Nord and IUF Innovation.

- **Fostering Entrepreneurial Skills.** We created a **curriculum on Health entrepreneurship** in partnership with Eurasanté and supported **Innovation Booster Camps** (Eurasanté Hibster, Inria HackATech) where students design solutions to challenges proposed by companies, start-uppers or researchers. We contributed to 'Let's grow deeptech', a regional project focused on **deeptech startups** (PIA SIA call) and are expanding our actions targeting PhD students (SFRI GRAEL project). Finally, we will open a totem place to increase the visibility and impact of these actions.

Facilitating and amplifying university-industry partnerships. We created **8 Industry-University Laboratories** (2 start-ups, 3 SMEs, 3 corporate groups) and a joint lab based on Labex CAPPA with a SME. In collaboration with MEL, we launched **8 Industrial chairs** aligned with our 4 Hubs (circular economy, smart digital catalysis, transformation of retailing ecosystems,...). Beyond the PhDs funded within these projects and the **101 CIFRE PhD scholarships** obtained since 2017, we have co-funded **25 PhD grants** with the Region, ERDF and **companies**.

To map our labs' skills and increase their visibility, we have been a driving force behind the regional portal **Plug-in Labs Hauts de France**¹³ (co-funded by I-SITE, Region and MEL) which enables companies to identify research skills, expertise and infrastructure.

Designation	SMART-Lab –joint laboratory State-of-the-art Medicine to Abort ResisTance
Socio-economic sector	Health
Research themes involved	HUB1- Precision Human Health Cluster “Molecular Design for health” Development of treatments aimed at raising antibiotic resistance
Names of the partners within this sector	BioVersys SAS Laboratories : MS2V, CIIL
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	Form: Joint laboratory with a Consortium agreement Contribution of Bioversys: Provision of human resources, Payments (228k€) in order to recruit 2 PhD Students
Flagship result or achievement obtained thanks to the IDEX/ISITE	Setting-up of a subsidiary of Bioversys in Lille (Institut Pasteur Campus) Selection in 2019 by the Innovative Medicine Initiative of the European Union (TRIC-TB IMI2-grant of 6.92 million EUR, Coordinators: Bioversys and GSK) Selection of the project MUSTART in 2021 by ANR PPR antibioresistance, (2.4 million EUR, coordinator: CIIL, Alain Baulard, Partner: M2SV, Nicolas Willand) Two patent applications to be filed in 2021

¹³ <http://www.isite-ulne.fr/index.php/fr/annuaire-des-competences> password: plug in labs

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2017	2018	2019	2020
			840k€	
Other funding received from external partners on the project (ANR, Europe, etc.)			500k€ - ERDF	

Designation	TRENDS - industrial chair Transformation of Retailing Ecosystem(s) & New market DynamicS
Socio-economic sector	Retail industry
Research themes involved	HUB4- Changing Culture, Societies and Practice Transitional issues in retailing, the changing role of the brick and mortar shops, new business models and emerging markets, (re)legitimation of the sector in the face of consumer distrust, organisational and cultural transformation of the retail companies
Names of the partners within this sector	3 retail groups: IdKids, Boulanger, Leroy Merlin PICOM by Cap Digital (Cluster) Laboratory: LUMEN ULR 4999 collaboration with Oxford Institute of Retail Management
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	Industrial Chair with a Consortium agreement Contribution of PICOM by Cap Digital: provision of human resources Contribution of IdKids, Boulanger, Leroy Merlin: provision of human resources, Payments in €
Flagship result or achievement obtained thanks to the IDEX/ISITE	Best communication 19ème Colloque sur le Marketing Digital AFM 2020, 2021 Stanley C. Hollander Best Retailing Paper Award FNEGE Best book Awards 2021

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2017	2018	2019	2020
			625k€	
Other funding received from external partners on the project (ANR, Europe, etc.)			300k€-MEL	

Designation	TERIL-Waves- - industrial chair TERahertz and mILlimeter WAVES for communication applications
Socio-economic sector	Telecommunications Industry
Research themes involved	HUB3- Human Friendly Digital World Cluster Dydico – Dynamics for disruptive communications and connectivity High Speed Communication Networks, TeraHertz wave technology
Names of the partners within this sector	MC2-Technologies (spinoff of the University, distinguished by the financial journal “Les Echos” as being in the top 500 of high-growth companies for the third consecutive year) Second circle of partners: THALES, France Televisions, COBHAM, OMMIC, Orange, Keysight Laboratory: IEMN
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	Form: industrial chair, consortium agreement Nature of the contribution of MC2-Technologies: provision of human resources, equipment sharing, recruitment of a PhD (CIFRE)
Flagship result or achievement obtained thanks to the IDEX/ISITE	Development of 3 demonstrators in progress OMAT project funded by BPI France

END OF PROBATIONARY PERIOD

EVALUATION REPORT

	<p>New courses within PolytechLille engineering school on high data rate and measurement systems</p> <p>Contribution to the new "LYDERIC" high frequency cluster, supported by HdF region + projects in submission phase with MC2 to BPI France Relance (2021)</p> <p>Contribution on the IPCEI2 action with ST Microelectronics</p>			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2017	2018	2019	2020
				412k€ (MC2 Technologies) (+ 200k€ - Keysight -equipment donation for the teaching part)
Other funding received from external partners on the project (ANR, Europe, etc.)				300k€-MEL 250k€-ITN project on THz devices

Designation	HEALTH ENTREPRENEURSHIP PROGRAM
Socio-economic sector	Health
Research themes involved	This program enables a better understanding of the health sector's innovation ecosystem as well as its technological and economic challenges and aims to foster creation of Healthcare-industry startups.
Names of the partners within this sector	Eurasanté, Entreprises et Cités, Foundation Université de Lille
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment sharing, sponsorship, skills-based sponsorships, etc.)	<p>10 months training programme</p> <p>Diploma delivered by University of Lille, co-designed and co-funded by Eurasanté, supported by Entreprises and Cités, with mentoring by health companies.</p> <p>Contribution: payments in €, provision of human resources</p>

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Flagship result or achievement obtained thanks to the IDEX/ISITE	<p>The two first classes are successfully completed, the third one will start fall 2021.</p> <p>One start-up created in March 2021 by a student of the first class.</p> <p>I-Phd Award 2021 for P. Saudemont from the second class</p>			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2017	2018	2019	2020
			135k€	
Other funding received from external partners on the project (ANR, Europe, etc.)				

Designation	SmartDigiCat –Industrial Chair Smart Digital Catalysis
Socio-economic sector	Chemical Sector, Bioeconomy
Research themes involved	<p>Hub2 -Science for a changing planet</p> <p>Cluster RECABIO –REssources, CAtalysis, BIOeconomy</p> <p>Artificial Intelligence and Catalysis (better prediction of functional properties, experimental characterization, catalysts implementation, socio-economic and environmental rationalization of the processes ...)</p>
Names of the partners within this sector	<p>Companies: SOLVAY, HORIBA, TEAMCAT SOLUTIONS,</p> <p>Laboratories : UCCS, CRISTAL, Inria, Institut Eugène Chevreul, international laboratory E2P2L (UMI CNRS 3464, Shanghai), CeaTech</p>
Form (framework agreement, contract, etc.) and nature of the contribution obtained (payments in €, provision of human resources, equipment)	<p>Industrial Chair, consortium agreement</p> <p>Contributions: payments in €, provision of human resources, recruitment of PhD Students, equipment sharing</p>

END OF PROBATIONARY PERIOD

EVALUATION REPORT

sharing, sponsorship, skills-based sponsorships, etc.)				
Flagship result or achievement obtained thanks to the IDEX/ISITE	<p>This chair is a key element of the cluster RECABIO that aims at the use of advanced catalytic materials and processes to transform renewable resources and wastes and obtain biosourced energy molecules, materials and vectors thanks to the thorough integration of a set of advanced interdisciplinary skills, the use of unique equipment (Equipex REALCAT, etc.), and the reception of two Brazilian professors.</p> <p>A complementary ANR project of additional €1.8M (PLASTILOOP2.0 industrial chair also in partnership with SOLVAY) will be funded and start end of 2021. Altogether, it is more than €4M which will be dedicated to the development of the concept of Smart Digital Catalysis on our site in the next 4 years.</p>			
Funding (including IP [Intellectual Property] revenues) received from companies under these collaborations	2017	2018	2019	2020 will be effective in 2021
				1.496 k€
Other funding received from external partners on the project (ANR, Europe, etc.)				300k€ -MEL
Share of these 5 partnerships in the funding received from companies out of all the IDEX/ISITE project actions <i>dedicated to transfer to industry</i> (as a %)				35

What kind of organization has been put in place and why?

As clearly shown by Susanne Berger¹⁴, one of the main problems of technology transfer in the French context has been the multiplication of structures (TTO offices, SATT, IRT, Carnot, INSERM Transfert, CNRS Innov, etc.). This is why we have tried to encourage interfaces between actors rather than create new structures.

To avoid competition between existing institutions, we have signed an agreement to assign all third mission initiatives to a single institution for implementation and IP, on the basis of the affiliation of the research unit. For the sake of efficiency, we have delegated the maturation and IP processes to the SATT-Nord. These actions will be

¹⁴ <https://www.enseignementsup-recherche.gouv.fr/cid99081/rapport-de-suzanne-berger-sur-les-dispositifs-de-soutien-a-l-innovation-en-france.html>

further enhanced with the creation of the Target University, whose board will include 8 members representing territorial, economic and industrial partners.

1.5.5) Student life and life on the Campus

The 2018 merger of Lille universities enabled us to pool our student and campus life support within a single structure (26 FTEs), with dedicated funding and a wide array of sport and cultural infrastructures. This has helped us boost a **vibrant student life**, with c. 150 student associations and regular university-wide events such as the Welcome Days, the *Journée Immersion Vie Étudiante* and the Gender Equality Week. A dedicated service facilitates access to cultural events and supports student projects in partnerships with artistic and cultural actors. Specific initiative include using **theatre** as a vehicle for the development of student life (with workshops combining theatre and neuroscience), the creation of a show associating students from Lille, Kent and Ghent in a cross-border masterclass or the [Expal](#) Lockdown Landscape project gathering researchers, landscape designers, artists and students.

We have also pooled and developed **key infrastructure**. Our joint **preventive medicine** service offers access to medical, psychological and nursing support. And we have worked together in the framework of the CPER to develop a new "Reeflex" **student residence**, improve our LILLIAD **Learning Centre** and renovate and build **sports facilities** (with a 190 m² sports structure opening in 2021). To cope with health constraints, 2 500 laptops were made available to students and hybrid training equipment has been acquired thanks to the €710,000 made available by the I-SITE in September 2020. A participative budget has been established, even though its first session has been postponed due to the public health crisis. We have responded to the **Covid crisis** with numerous initiatives including 1 M€ for digital equipment and daily needs, donation centres and solidarity grocery shops.

The **EPE statutes** have been drafted to further boost this integration dynamic, notably with a **University Student Council** composed of student representatives from all our Faculties and Schools and led by the Student Vice-President.

1.5.6) Culture, Science and Society

The I-Site has joined the **scientific media *The Conversation*** and helped multiply by 4 the number of Lille articles published therein. In 2019 we recruited a mediation officer to further boost such contributions by organizing writing workshops. The I-Site has also supported **science mediation events** such as the *Cabaret des sciences*, the *Semaine du cerveau* and the *Village des sciences* as well as **Xperium**, the ULille **permanent scientific mediation showcase**, which welcomes around 3500 visitors a year.

The I-Site scientific mediation strategy is **fully integrated in our global transitions strategy** with a first session of the ***Transition(s)* lecture series** held last October with the philosopher Catherine Larrere ("The Anthropocene, a time for transitions?") and a collection of related books foreseen. A quarterly ***Transition(s)* magazine** has also been set up to promote the emblematic projects and activities of our Hubs. One of the few partners to receive carbonaceous asteroid samples brought to Earth in October

2021, the Planet Hub TEM-Aster program has thus received significant national media coverage (press, radio) with its Xperium showroom on the formation of the solar system and led to artistic exhibitions and performances in Le Fresnoy Museum and at the Centre Pompidou. The I-Site has also supported the creation of ***Episteme***, a club gathering private, public and associative decision-makers to provide scientific insights and develop innovative cooperation methods to address the challenges of transitions.

1.5.7) Construction of the identity

Work on the identity of our university first focused on the merger of the 3 universities within the **University of Lille** in January 2018. The name of the target university rapidly evolved from Université Lille Nord-Europe (ULNE) to University of Lille, to simplify communication, capitalize on the growing sense of belonging emerging within our community and benefit from the work already achieved on the signature of scientific publications¹⁵. Our **scientific signature** has developed around key thematic priorities and progressively focused on **building a university for global transition**, closely connected to its territory with events such as *Lilloprojets* to foster interdisciplinary exchanges. Our Transition(s) quarterly magazine was launched in 2020 and a series of webinars on *First steps towards a global transition* in March and April 2021 was organized project leaders to present their work to our community as whole.

With the drafting of the **EPE statutes**, we set up a dedicated website and organised numerous public meetings and debates. A **comprehensive communication plan** has been developed to anticipate the **creation of the new university**, with a dedicated working group and the support of a communication agency. It has focused both on **brand architecture** and corporate visual identity, and on more prosaic questions such as the creation of university-wide **mailing lists** and a review of our current website. Our **Grand'Place consultation platform** was set up in 2021 as a space for exchange, proposals and projects open to all the staff and students of our university. It supports a **participatory budget** (50 k€) to encourage our staff to participate in the improvement of their workplaces. Further work is underway with the preparation of University of Lille **student cards** and the creation of **email address** aliases (@univ-lille.fr) for all our staff and students, including those from the schools which retain their legal entity.

For all the students enrolled in courses developed or promoted thanks to the IDEX/ISITE funding,

- ***does or will (specify the time frame) enrolment take place in the "Target University"?***
- ***does or will enrolment take place jointly in one of the member establishments of the "Target University"?***
- ***how is the feeling of belonging to the "Target University" developed?***

¹⁵ A charter of unique signature policy was launched in 2015 and updated in 2020. Univ-lille is systematically in the first position. <https://lillometrics.univ-lille.fr/signature/>

The University of Lille enrolls all the students in the degrees it delivers. While component institutions enrol students in their specific degrees, this enrolment provides them with the status of University of Lille students. Several key elements are being put into place to foster among all our students a sense of belonging to a shared community, from student cards and email addresses to student life joint initiatives and services (cf. section 1.5.5).

Indicate how, thanks to this identity, the "Target University" does or will (specify the time frame) simplify interfacing with the socio-economic world and become its point of contact.

A shared **Plug-in Labs platform** project was launched in 2020 to increase the visibility of our research and innovation units, expertise and platforms vis-à-vis the socio-economic world. Created with the support of the Region and the competitiveness clusters, our **LILLIAD Learning center Innovation** will also play a key role in strengthening our relations with our socio-economic partners through a large offer of innovation workshops and conferences.

1.5.8) International visibility

The University of Lille created the **3i University Network** (Interregional Internationalization Initiative) with **KULeuven, Ghent University and the University of Kent** in 2019. Our I-Site has contributed to the project by co-financing 46 PhDs and a cross-border mobility fund, with 90 cross-border projects selected via eight calls involving 354 staff and students. In 2021, four virtual thematic research workshops have been organized (170 researchers) and 21 projects selected through a call for projects.

We have also financed several **international research projects** to expand our scientific outreach, most notably with the creation of **9 four-year International Associate Laboratories** in fields related to our Hubs.

The **PIA IDéES WILL project** supported the creation of **structural tools to increase our international attractivity**, including scholarships for **incoming and outgoing mobility** of students and early-career researchers (56 scholarships of 2500€). We also helped internationalise our graduate programs with 36 incoming and 98 outgoing studentships. We co-financed the **ULillGo web app** with the MESRI to guide students through administrative mobility procedures, as well as the **UK-ULILLE English-language training** (self-taught modules, courses in Lille, immersion in the UK) for administrative personnel working with international students and faculty wishing to teach in English and opened the **ULille Maison Internationale** in April 2019 to provide incoming students and researchers with support for housing, residency permits and other administrative procedures. Whilst our WILL internationalization project will further boost our international attractiveness with the **LillBox welcome package**.

Finally, specific actions were designed to **increase our international visibility** by **participating to international congresses** such as APAIE (2018) and NAFSA (2018, 2019) and establishing **ULille representatives** in Brazil in 2019 and in Shanghai in 2020 (both have been impacted by the pandemic).

Last, but not least, our Target University will be in all international rankings in 2022 and we have identified potential areas of improvement in particular in the Shanghai Subject Rankings thanks to an in-depth simulation, on each individual indicator.

Has it been checked that the “Target University” is eligible to become member of the European University Association?

The current University of Lille is already a member of the EUA, and we will update our membership when the target university is created in January 2022.

1.5.9) Focus : remarkable achievements

The following examples illustrate how we have **implemented our model of Civic University** through transformative and integrative actions, focused on the **challenges of education** (widening access, pedagogical innovation, strengthening the link between research and education) and **research in relation to territorial issues** (strengthening excellence, integration of cross-border partners, synergies between health research actors). The last example illustrates our capacity to implement ambitious and reactive **actions in response to the health crisis**.

Widening access to HE. Our PIA "A vous le sup" helps secondary school students prepare their future HE training paths. It includes workshops and mentoring for pupils as well as training for teachers, the creation of a digital orientation platform, and training and support by student tutors to help future students succeed.

Lille Learning Lab (LLL). Lille Learning Lab was developed with the Leuven and Louvain Learning Labs to transform our educational model. Along with our Chair on Technology-Enhanced Learning Spaces (TELS) and our research unit in Education sciences it promotes innovative research on the use of multimodal learning analytics, to create optimal learning environments and learning analytics.

Programme for Early-stage Researchers in Lille (PEARL). The PEARL programme co-funded by I-SITE and the Marie Skłodowska-Curie Action (€2.4M each) finances 30 international PhD fellows in a 3I context. Each PEARL fellow belongs to two research units attached to different thematic hubs. 70 innovative PhD projects fostering the interactions between our research units were submitted and assessed, and 400 high-level students applied to the programme. PEARL thus initiated and boosted novel interdisciplinary actions which have in turn often fed larger innovative projects.

Boosting excellence in THz photonics. Within the Dydico cluster, the TeraHertz waves team at IEMN, a major French nanotechnology platform, paved the way towards future 6G mobile network architectures by demonstrating a single carrier wireless link with a world record data rate of 100 Gb/s. Drawing on our optical fibre manufacturing facility (PhLAM photonics team), they have implemented a matrix of THz emitters directly driven by optical signals from fibres, a major breakthrough for mobile connectivity. Our leadership in this field benefits local industry through the Industrial chair TERIL-WAVES with MC2 (one of the 500 fastest-growing French companies), and training through the E-TECH Master track in micro-electronics. The THz team also collaborates with a PhLAM ERC laureate to apply these ideas to radio waves. Both teams work with mathematicians within the Labex CEMPI on Topology and matter thus

fostering an important local ecosystem on the topological aspects of waves and their engineering which will play a key role in our forthcoming WAVETECH CPER project on wave engineering and control in photonics and in quantum mechanics.

Lille Urban Chair (Metroforum). Metroforum provides new research and training insights in urban studies and a forum with public and private actors involved in our Eurometropole. Its first annual workshop will be organized in September 2021 with a focus on sustainable metropolitan campuses. The Urban Chair will bring together clusters and projects dedicated to the many dimensions of urban life (transportation, energy, resources, housing, industrial production, public health and well-being).

Strengthened collaborations between ULille, Lille CHU, Inserm and Institut Pasteur Lille within our Precision health Hub. Several achievements can be highlighted : (i) FHU projects that amplify the translation to care and health organization of intensive research conducted on cancer, metabolic diseases, inflammatory & infectious diseases and neurological & mental disorders, (ii) 2 RHU projects (PreciNash and Will assist) ; (iii) the PIA Precidiab, a holistic approach to diabetes relying on precision medicine ; (iv) the Health-PhD program, dedicated to help young physicians or pharmacists to start their PhD with one or two full-time years ; (v) the common coordination of European programs such as Fair-Park II and Cordial-S.

The Covid-19 crisis has demonstrated the responsiveness of our I-SITE. We created a common task force with a 2 M€ budget that allowed us to structure a health technology platform (now supported by the CPER) and launch research projects and a clinical cohort which have produced cutting-edge research on the links with obesity and the role of endothelium or hematopoietic cells. We also coordinate the Cordial-S project (the only Covid-19 H2020 project coordinated by France) which aims to develop a new diagnostic method and we support the repurposing of a drug against Covid-19. This effort will be prolonged through the project RESIST-omics (CPER).

2. PROJECTION INTO THE FUTURE

As underlined in the first part, the key institutional changes that were planned when the I-SITE project was selected four years ago have now been achieved. The three disciplinary based universities have merged and four *grandes écoles* will be integrated into our Target University on the 1st of January 2022. The Lille ecosystem is now immediately understandable from an international perspective, well-adapted to develop an ambitious strategy and clearly structured around a world-class institution: University of Lille.

This transformation was a necessary starting point but it remains a stepping stone towards our long-term ambition of becoming a reference university at the crossroads of Europe, combining excellence in research, an innovative spirit and a deep focus on our students' success and our region's priorities.

In many ways, this ambition is also a return to our roots. The University of Lille was created in the 16th century as a Flemish university to serve the local community within a globalised European context (the first rector was from Oxford, the university was first considered by the Holy Roman Empire and finally approved by the Spanish king, Philip the Second).

By integrating our institutions and redefining our ambition as a University for Global Transition, we are shifting perceptions:

- Moving from the periphery of France to the core of Europe,
- Integrating loosely-coupled research projects into a coherent scientific strategy,
- Assuming the social responsibilities of our university to support public policies and sustainable economic development in line with the United Nations Sustainable Development Goals.

In other words, we are moving towards the Civic University model, a university designed to serve students and the local community, to solve societal problems by pushing the frontiers of knowledge and developing cutting-edge solutions, a university that connects Lille to the world.

With respect to the "Target University" and the major objectives that have not yet been achieved (see table in 1.4), what - if applicable - are the main milestones remaining to be crossed?

The Target University having been created, we have chosen to outline in the following table, our three key objectives for the next 6 years along with the precise commitments necessary to achieve them.

Nature of commitment	Target	Date of achievement
Key objective 1: Further enhancing our societal impact		
Restructure undergraduate education	Improve student success by focusing on skills, better align curricula to societal challenges and regional priorities	2026 (date of next contract with the state)
Increase societal impact of research and innovation	Ensure that our research and curricula are aligned with SDGs (in particular SDGs 3, 4, 7, 10, 11, 12 and 16) and with regional priorities	2026
Key objective 2: Increasing Global Visibility		
Attract excellent researchers aligned with the University Strategy	60% of all recruitments aligned with the 4 hubs, with a focus on interdisciplinary profiles (10% target) and international recruitments (with a 25% target of international PhDs in key fields)	2025
Attract excellent international students	Attract students with a Bachelor from global top 100 universities to all four Graduate Programmes	2026
Increase visibility in Rankings	<ul style="list-style-type: none"> - Lille is ranked in the top 3 in France and the top 100 in the world in 5 fields (Shanghai subject ranking or equivalent) - Lille is visible in rankings focused on societal impact such as THE Impact 	2025
Streamline International policy	Reinforce our links with KU Leuven ; join a European University Initiative of civic universities	2022
Key objective 3: Finalising institutional structure and implementing steering tools		

Nature of commitment	Target	Date of achievement
Finalise the “experimental phase”	(a) Provide a definitive statutory framework for the integration of <i>grandes écoles</i> into the university, (b) Restructure Engineering, (c) Reinforce the coherence of Schools and Faculties	2026
Improve steering tools	Redefine success indicators at the university level and for each core mission and each component structure to ensure a full alignment with our vision and mission	2023
Set up a quality assurance process for educational offer	Implement tools that enable a fine-grained understanding of course quality and student success across the university	2026

Key Objective 1: Further enhancing our societal impact

- ***Restructure undergraduate education***

With 55 000 undergraduate students, Lille is the largest university in France but we are also one of the universities with the poorest scores in terms of added value¹⁶), in part due to a historical underfinancing by the state (we have one of the highest student/professor ratios in France). Solving it requires radically new approaches, beyond existing actions focused on student success such as the PIA3 projects “100% IDT – 100% inclusion, un défi un territoire” and “A vous le sup”, and the work done on pedagogical innovation, in particular by the Lille Learning Lab.

Our working proposal would be a major/minor model, with a minor designed around (1) transferable skills and (2) transversal multi-disciplinary knowledge. All students would follow this minor, but could personalise it according to needs and interests. The transferable skill courses would provide the basics for a successful professional integration (e.g. reading/writing, time management, English and foreign languages,

¹⁶ The University of Lille is currently very poorly ranked in terms both of added value for undergraduate students and of student success <http://etudiant.aujourd'hui.fr/etudiant/info/classement-des-universites-le-palmares-selon-le-taux-de-reussite-en-licence.html>

public speaking, organisational skills, design thinking, digital literacy, etc.), with special attention to students who are having difficulties. Transversal courses would train students to apply their knowledge towards solving societal and global challenges (e.g. courses on SDGs, challenges emerging from the transition hubs, regional priorities etc.), while giving them the opportunity to explore other fields beyond their main discipline and acquire key problem-solving skills. These transversal multidisciplinary courses would be research-based, co-designed by transversal pedagogical teams including socio-economic actors, with support from the Lille Learning Lab.

- ***Increase societal impact of research and innovation***

As a research-intensive civic university, one of our key priorities is ensuring the alignment of our research with societal needs and regional priorities. This implies an important shift in the way we measure success as illustrated by the following graph that the current publications of University of Lille on the 16 core SDGs.

Looking at our research through this prism rather than through classic disciplinary fields has enabled us to rethink our research strategy whilst reinforcing and better defining the role of our hubs. Our core aim in SDG terms is that of Reducing Inequality (SDG 10 - SI: 1.17), which is itself directly related to three major regional challenges in which we have a strong SI: (i) Good health and well-being (SDG 3 ; SI 1.47) ; (ii) Affordable and clean energy (SDG 7 ; SI : 1.07) ; (iii) Responsible consumption and production (SDG 12 ; SI : 1.08), as well as to three further regional priorities which we have been developing within our research hubs but still lack visibility: (i) Quality education (SDG 4 ; SI : 0.93) ; (ii) Sustainable cities and communities (SDG 11 ; SI : 0.95) ; (iii) Peace, justice and strong institutions (SDG 16 ; SI : 0.87).

Developing our research specialisation and impact around these six SDGs aligned to regional priorities will be one of our core ambitions over the coming years.

Key Objective 2: Increasing Global Visibility

- ***Attract excellent researchers aligned with the University Strategy***

As described in chapter 1, one of the key focuses of the I-SITE has been the transformation of our HR model in order to increase transversality (with incentives to ensure alignment with the objectives of our hubs) and widen our pool of candidates by encouraging faculties to define broad interdisciplinary profiles and increase internationalisation. Such a process requires both time and focus as demonstrated by the LMU who launched their 50/40/10 process in 2008 and with whom we have discussed in depth the challenges. The success in incentivising our faculties and schools (with the increase from 43% to 53% of alignment in recruitments with the 4 hubs) is very positive. We will try and further it by focusing recruitments even more precisely on our research clusters (currently 3 in each hub).

- ***Attract excellent international students***

Although the percentage of international students in our graduate programmes is relatively high (33%), few come from top 100 universities. To increase our attractiveness towards such students, we are developing high profile English language Masters on topics related to global transition and closely linked to our areas of research expertise. Such an ambition is key if we are to attract and retain world-class researchers and increase the visibility of the University of Lille¹⁷.

- ***Increase visibility in Rankings***

The size of the University of Lille makes it pointless to focus on rankings such as QS and THE that are designed for small highly selective universities. However, our potential is well demonstrated by the number of fields in which we are ranked by Shanghai (with 32 fields ranked, we are the 6th university in France). To further develop this potential, we have identified fields, closely aligned to our four hubs in which we can be ranked in the top 3 in France and the top 100 in the world, such as automation and control, clinical medicine or atmospheric science. Our simulations of the rankings furthermore indicate that in certain fields such as Political Sciences, we are very close to the threshold in publications necessary to be ranked and would immediately be the second French university.

- ***Streamline International Policy***

As mentioned throughout this document, our 3i cross-border initiative (notably the partnership with KU Leuven) has been very successful but it has suffered in terms of visibility due to the decision of the European Commission not to allow such initiatives to be candidates to the European Universities Initiative.

We are convinced that internationalisation needs to be built on concrete actions such as those we have set up with KU Leuven. But we also need to better systemise our strategy at a wider European level as well as at a global one. In this context, we plan to resubmit our European Alliance InclusU to the forthcoming call and to further develop our international offices whose activities were curtailed with the pandemic (the Universities of Sao Paulo and Shanghai Jiao Tong have agreed to sign framework agreements).

Key Objective 3: Finalising institutional structure and implementing steering tools

- ***Finalise the “experimental phase”***

The institutional transformation of the last four years has been intense: a merger of three universities; internal mergers of 37 UFR into 11 UFR (to the best of our

¹⁷ Our model here is the Barcelona Graduate School of Economics (<https://www.barcelonagse.eu/study/masters-programs/student-profile>). With 180 students per cohort, the BGSE currently attracts students from 50 countries, with degrees from universities as prestigious as Harvard or Oxford.

knowledge no other French university has implemented such a radical internal restructuration); and finally, the integration of four *grandes écoles* into an EPE. This transformation has enabled the creation of a new university which is comprehensive and combines the cultures of the previous *universités* and *grandes écoles*. It is what enables us to aspire to become a Research-Intensive Civic University.

The change in culture that this entails will require a further three to four years during which we plan no major institutional changes. However, once this phase is finalised, we will re-evaluate our statutes and our structure as follows:

- The statutes of an EPE are by definition experimental and meant to last a maximum of ten years. We would like to finalise permanent statutes in five years' time.
- The position of Centrale Lille Institut will need to be clarified with two possible models: either a full integration into the University of Lille and a subsequent restructuring of our School of Engineering; or the coexistence of Centrale Lille Institut with a School of Engineering in the University of Lille.
- The 15 schools and faculties are responsible for implementing our strategy in their specific fields and closely integrated through the four hubs to which they all participate. We will help them strengthen their identity and specificities within the University of Lille.

- ***Improve steering tools***

Existing steering tools are not adequate because they tend to be used purely for reporting purposes and are therefore geared to answer one-frame-fits-all enquiries (typically for reports for the Ministry or the HCERES), whereas global indicators used by international rankings, although very useful for comparison purposes, are strongly biased because they are mostly designed to measure excellence in fundamental research. As a result, decision-making bodies rarely use them to guide strategic choices. To change this, we have chosen a bottom-up approach, by creating a small dynamic team (Lillometrics) and out-sourcing part of the work to specialist entities, so as to demonstrate on a case-by-case how an in-depth data-driven approach could transform our strategic capacity (see Part 3). Our challenge is now to systemise this type of approach across the University.

- ***Set up a quality assurance processes for our educational offer***

France has no equivalent to the UK or the Netherlands National Student Surveys, which makes it impossible to compare student satisfaction in a meaningful way and leaves us at the mercy of methodologically questionable surveys such as those carried out by QS or THE. Just as seriously, we currently lack tools that would enable us to detect good practices within our own university and thus extend them to other courses or to identify students in difficulty before they drop out.

In the light of our poor results in national rankings of undergraduate education, our responsibility towards our 55 000 undergraduate students and our decision to rethink our undergraduate cycle, implementing adequate tools is an obvious priority.

What are the main difficulties to overcome in order to achieve this agenda?

These three key objectives mark the beginning of a new phase that will move beyond institutional questions and address the deep cultural change a shift towards a model of Civic University implies.

Although we still have a few institutional questions open, these are no longer existential: of course, we hope that Centrale Lille Institut will join the Target University, but their decision will not affect our structure and will only have a secondary impact on our ambition in engineering.

Thanks to the I-SITE the shift toward a Civic University has already begun. The impact of the hubs on both our research and graduate programmes has been fundamental, not only because of the direct outputs from the hubs but because it has begun to change the way that the faculties and schools define their recruitment profiles. However, this in turn, naturally also leads to resistance. To overcome this, we need to demonstrate that transversal interdisciplinary approaches are not necessarily antinomic with disciplinary excellence. This is all the more true seeing that the process has only just started: we still have difficulty attracting students from top 100 universities to our Master programmes or hiring world-class researchers. We know that this is one of the greatest challenges for a university such as ours.

Transforming the undergraduate experience of 55 000 students is something that very few universities have successfully tackled. It will require the involvement of all our academic staff in a transversal manner to overcome the current model based on disciplinary degrees. It will also require an in-depth reflection on our current HR model and question career models exclusively based on excellence in research in order to offer better perspectives to teachers who invest in student success.

None of this will be possible without rethinking our steering tools: the Shanghai rankings are useful indicators of where we stand in a given field but their strategic relevance is limited. The major bibliometric databases are disciplinary based and tell us next to nothing about our alignment with societal challenges or regional priorities. Maybe most seriously of all, we have no reliable information on course quality.

Tackling these challenges will require a strong strategic capacity, a clear vision and a will to succeed. But we have the conviction that the past four years demonstrate our capacity to pursue such an ambitious path.

With which university (or universities) does the IDEX/ISITE intend comparing itself to adjust its strategy and pursue its development trajectory?

As underlined throughout this report, the University of Lille has a responsibility to embrace its role as a Civic University. For this reason, we are particularly interested in universities with a long-standing experience such as Bristol University or Newcastle University in the UK and inspire ourselves from examples such as the Bristol Forum¹⁸ that reinforces collaboration between the city, socio-economic actors and the university, or the Civic University initiative spearheaded by John Goddard at Newcastle

¹⁸ <https://www.bristolforum.org.uk/>.

University¹⁹. An interesting difference between the University of Lille and UK Civic Universities is that our university is both much larger and less selective, combining in size and role both Newcastle or Bristol Universities and their neighbouring former Polytechnics such as the University of Northumberland (in Newcastle) or the University of the West of England (in Bristol). This difference actually makes our role as a Civic University even more important. In France, we are in close contact with Aix-Marseille who have shifted their focus to being “socialement engagé” and lead the CIVIC European University Initiative.

We have also identified specific universities against which to benchmark each of our initiatives. These include:

- **University of Manchester** for their emphasis on research impact and societal challenges²⁰.
- **Arizona State University** for its size (over 80 000 students), its focus, exceptional in the US context, “not on whom it excludes but on whom it includes and how they succeed” and its highly innovative approach in research, education and innovation²¹.
- **University of Waterloo** for their unique co-op model of education, which emphasises internships, skill based learning and codesign of curricula with socio-economic actors²².
- **KU Leuven** for the relationship with socio-economic ecosystem²³.
- **University Pompeu Fabra** for their capacity to attract international students with Bachelors from the most prestigious global universities (including Harvard and the MIT) to Graduate Programmes developed by a university which is not ranked in the world’s top 100 (see in particular the BGSE and the CRG).
- **Ludwig Maximilian University of Munich** for their 50/40/10 initiative to change the hiring culture within the university²⁴.

¹⁹ <https://research.ncl.ac.uk/civicuniversity/>. We have invited John Goddard to Lille to discuss how to develop the model of Civic University in the French context and asked him to review the key targets that are underlined in this proposal¹⁴.

²⁰ <https://www.manchester.ac.uk/research/impact/> - they are currently ranked number 1 in the world by THE Impact.

²¹ <https://www.asu.edu/about/research>

²² <https://uwaterloo.ca/co-operative-education/>. It is the largest such programme in the world.

²³ As underlined throughout this report, KU Leuven is a key partner and inspiration for us.

²⁴ <https://www.lmu.de/en/about-lmu/lmu-at-a-glance/history/contexts/lmu-in-the-21st-century/index.html>

3. OPTIONAL ASSESSMENT AND ANALYSIS

As underlined in the previous chapter, implementing a meaningful strategy in one of the largest universities in the world requires adequate decision-making tools, based on relevant, comparable data.

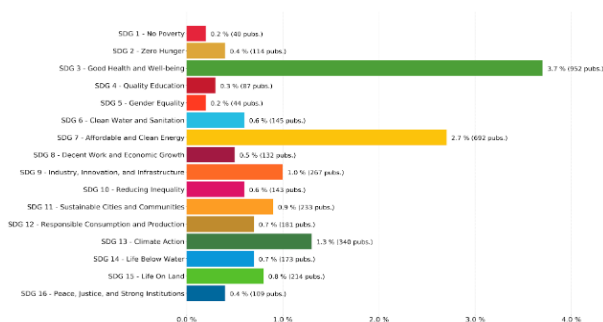
The problem with most existing data sources is that they are based on classical research categories such as disciplinary fields or citation indexes that are of limited use for a university such as ours, which aims to increase its societal impact and alignment with regional priorities. Indeed, certain key fields for University of Lille such as textiles or transversal hubs such as precision medicine are not adequately referenced in bibliometric datasets such as Scopus or Web of Science.

To address these issues, one of our first actions was to set up a bibliometric team, Lillometrics, who have been working in collaboration with external specialists in order to create new tools that have enabled us to change our way of measuring our achievements and will be key to steer our university in the years ahead.

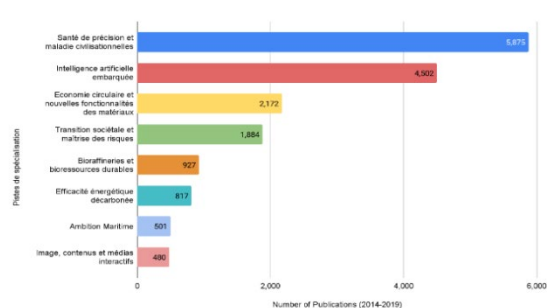
To understand our approach, we have chosen to present a few examples in this section.

1. Shifting from disciplinary categories to Sustainable Development Goals and regional priorities to steer research and education

Sometimes a simple shift in perspective can have a massive impact on the way we perceive the impact of our research and education. By using an open controlled vocabulary²⁵, we were able to reclassify our research and educational programmes according to the SDGs. Whilst, by defining a vocabulary based on the terms used by the region to describe their priorities, we were able to map our contribution²⁶.



University of Lille: percentage and number of publications aligned with SDGs



University of Lille: alignment of publications with regional specialisation priorities

²⁵ Duran-Silva et al. 2019. A controlled vocabulary defining the semantic perimeter of Sustainable Development Goals <https://zenodo.org/record/3567769#.YQFR9-gzY2w>

²⁶ The figures presented here are reproduced in the appendixes for better visibility of the details.

This approach highlighted the importance of coordinating our strategy across disciplinary boundaries because contributions to each SDG and each Regional Priority were distributed between all our faculties and schools (with all 15 contributing in both research and education). It has enabled us to adopt a much finer grained approach, which has transformed our capacity at defining strategic priorities and multiplied the possibilities for new collaborations as the following examples show.

2. Rethinking how to reduce inequality

Reducing inequality (SDG 10) is at the heart of the region's focus on societal transition. It is also an area where we are specialised (SI: 1.17 compared to a French baseline) and in which our publications have a particularly strong NCI (1.5 with 1 as the French baseline). Interestingly, although we are not specialised on the closely related SDGs 1 (No poverty) and 5 (Gender Equality), these are the two areas in which the impact of our publications is highest (respectively 3.1 and 1.7). For us this was an eye opener since the work of our specialists in the field remained largely hidden because they work in different labs and publish in journals classified in different disciplinary fields (philosophy, social sciences, but also medicine, psychology and many more). Highlighting our impact in these fields is thus both an opportunity for changing the way we communicate but also for rethinking how we can reinforce an area where we combine excellence with societal and regional impact.

As a result of this study, we chose to focus the second of the three priority axes of Hub 4 on Vulnerability and Inclusion. This priority axis was further reinforced by opening, in early 2021, an I-SITE chair on poverty and sobriety, which focuses on the inclusion of poor people within ecological transition dynamics and is led by Craig Thompson from the University of Wisconsin as well as the recruitment of international scholars such as Jan Fridmuck. Further PostDocs and PhDs will join his team, which is hosted by the Lille University School of Management, one of our UFR that is shifting research and teaching priorities to better address challenges linked to global transitions.

3. Improving Health and Well-Being

One of the areas where inequality has the greatest impact is of course Health and Well-Being. The related Sustainable Development Goal, SDG 3 (Good Health and Well-Being) happens to be the one in which we are most specialised (SI: 1.5). It is directly linked to our Hub on Precision Human Medicine and in particular to one of its 3 research clusters: Health and environment - from territorial risk to individual risk.

With our University Hospital being ranked 54th in the world by *Newsweek* (first outside Paris in France), we have the potential to truly improve the quality of life for a population that suffers from rates of obesity, diabetes, cognitive disorders, cancer, chronic inflammatory diseases, well above the French average.

A good example is our focus on eHealth. The ultimate eHealth goal is to increase health coverage and reduce social health inequalities, mainly through increased and simplified access to care and medical information (critical also for patient empowerment and the promotion of quality self-care and healthy life-styles).

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To understand how we were contributing to the field, we started by developing a conceptual map in order to measure our potential and compare it with that of other universities (no databases exist or bibliometric categories exist for the field).



Conceptual map of e-health research Main terms found in Lille U publications

This demonstrated our potential in the field (with University Grenoble Alpes, we are the leaders in France outside Paris), but also highlighted the fact that other universities such as Sorbonne University are increasing their specialisation in the field more rapidly than us. Interestingly, it showed that our profile is radically different from most universities both in France and abroad, with a specific focus on patients diagnostic (eg. decision support systems), safety, remote monitoring and data usability (in medical records) and Human engineering - also called ergonomics or human-factors engineering (a field dealing with the application of information on physical and psychological characteristics to the design of devices and systems for human use).

Because e-health is transversal to all fields in Health and requires strong competencies from other domains (computer science, law, ethics, etc.), leveraging its potential implies a capacity to rethink the way research and education are structured.

It also reinforces our cross-border approach and territorial impact. In this context, we are structuring our approach at the cross-border metropolitan scale to share patient cohorts, launch multicenter clinical trials, study the social and political determinant of poor health and prepare joint answers to European IMI calls with our partners from the 3i network²⁷. We have developed a lifelong learning program on precision health with KULeuven, for physicians, pharmacists and nurses, and large scale projects on questions such as diabetes (PreciDIAB), cognitive disorders (Labex DISTALZ) or neurosciences where we are third in France and have particularly strong research collaborations with KULeuven and Ghent university. In this context thanks to the ARIANES project, Lille will have a 7TMRI connected to a regional network of 23 3TMRI enhanced by AI, to reduce inequal access amongst hospitals to high-level neuroimaging²⁸.

²⁷ The university of Lille has already participated in several IMI projects, sometimes as coordonator (Pharmacog, DIRECT, TRIC-TB).

²⁸ Researchers at KU Leuven will also have access.

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fields and our technological platforms³⁰ in order to further the development of composite materials in which the textile structure confers unique mechanical properties. Such materials are increasingly used in the transport industry (automobile, aeronautics, etc.), whether the raw materials are of petrochemical origin (carbon, aramid, etc.) or biosourced (flax, hemp, etc.).

This approach will further reinforce one of our link with industry, which we have been able to qualify precisely by looking not at our normalised citation impact (the classical way of measuring research impact) but at the percentage of our publications cited in patents, an indicator on which we are currently 7th in the world.

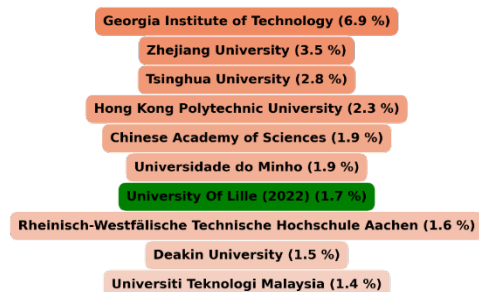
5. From research to innovation and public policy

The previous example shows how we are adapting our way of measuring success to our ambition as a Civic University, in line with the regional priority of the Third Industrial Revolution. At a broader scale, we are working with the local authorities and economic world to develop a think tank to boost the transfer of the knowledge being developed within our labs into concrete public policies and industrial development. The think tank will notably build on the expertise of our faculties and our schools of government and public policy (Sciences Po Lille) and journalism (ESJ Lille), to both conceptualization and public diffusion³¹. The experience of recent public initiatives in which the University of Lille has been directly involved, such as the Research Institute on Regional Regeneration, demonstrates our ability to increase our regional impact and visibility³². Our think tank will be closely connected to existing initiatives in the field of lifelong education (programme ExIST) and research to consolidate our overall strategy.

6. From research to education

The approaches we have described in this section can be applied not only to research but also to education. As a preliminary step we are currently mapping the course description of our over 10 000 individual courses against SDGs and regional priorities in order to identify complementary approaches or objectives across disciplinary boundaries and thus enable both students and external stakeholders to identify content using different parameters. We intend to apply this approach on the one hand to

% of Publications cited in the Patents



Top 10 universities in the world (percentage of publications cited in textile patents)

³⁰ The University of Lille has for instance an excellent Scanning Electron Microscopy platform.

³¹ As a nice side-effect, thanks to a detailed simulation of the Shanghai subject rankings, we have realised that, although we are not currently ranked in Political Sciences, we only lack 4 publications over the last 5 years to be ranked (with our current score we would be second in France!).

³² Institut fédératif de recherche sur le renouveau des territoires. https://www.univ-lille.fr/detail-evenement/?tx_news_pi1%5Bnews%5D=2574&tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=b73b8a9ccddb6dbabe36da0ddfa8cf5

identify individual courses at the Master level that are aligned with our ambition to be a University of Global Transition and could be integrated into a high visibility Graduate Programme focused on this topic. On the other hand, we will use it as a starting point towards our planned reform of the Undergraduate cycle.

4. INDICATORS

4.1 INDICATORS COMMON TO ALL THE IDEX/ISITE

4.1.1) Human Resources

Post-doctoral researchers

Number of recruited post-doctoral researchers funded or co-funded on IDEX/ISITE funds	2016	2017	2018	2019	2020	Total
	0	0	9	10	39	58

Was there a call for applications: YES & NO (not a single call, various modalities)

If YES, average selection rate: %

Attractiveness: recruitment (statutory head count)

Number of lecturer-researchers and researchers recruited outside the IDEX/ISITE perimeter with IDEX/ISITE funding	Junior* (a)	of which foreign juniors	Senior* (b)	of which foreign seniors	Total (a)+(b)	% **	Budget devoted by the IDEX/ISITE	% employed by "Target University"
2016	0	0	0	0	0	0	0	0
2017	0	0	0	0	0	0	0	0

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Number of lecturer-researchers and researchers recruited outside the IDEX/ISITE perimeter with IDEX/ISITE funding	Junior* (a)	of which foreign juniors	Senior* (b)	of which foreign seniors	Total (a)+(b)	% **	Budget devoted by the IDEX/ISITE	% employed by "Target University"
2018	0	0	2	1	2	ND	274 232 €	0
2019	2	1	2	2	4	ND	873 453 €	0
2020	2	1	5	4	7	3	1 857 844,40 €	0
Total	4	2	9	7	13		3 005 529,40 €	0

* Junior = Ph.D. + n where $n \leq 5$, senior = Ph.D. + n where $n > 5$. Senior or junior coming from establishments situated outside the IDEX/ISITE perimeter.

**Percentage with respect to the overall recruitment headcount of permanent staff of the partner establishments in the year.

4.1.2) Research

Scientific recognition

Number of distinctions* for the years	ERC	IUF	Award	Budget devoted by the IDEX/ISITE
2016	3	5	0	0
2017	1	1	0	0

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Number of distinctions* for the years	ERC	IUF	Award	Budget devoted by the IDEX/ISITE
2018	2	5	4	ERC GENERATOR 2018 : 1 592 431 €
2019	3	5	0	ERC GENERATOR 2019 : 1 751 797 € EXPOSOME : 26 000 €
2020	0	5	3	0
2021	1**	4	ND	0
Total	9	21	7	3 370 228 €

*Distinctions awarded to lecturer-researchers and researchers within the IDEX/ISITE perimeter, compiling the following:

1. for the ERC, the starting grants, consolidator grants and advanced grants,
2. for the IUF (University Institute of France) the juniors and the seniors,
3. the distinctions figuring in the list of the order of 20th January 2010.
(<http://www.legifrance.gouv.fr/af-fichTexte.do?cidTexte=JORFTEXT000021751714&dateTexte=&categorieLien=i>)

** Ms Gaullier-Bougassas: first ERC in the field of Humanities in Lille, supported by ERC Generator I-SITE call

Research projects funded

Research projects funded or co-funded on IDEX/ISITE funds**	Number	Average funding*	Average duration
2016	0	0	0

IDEX/ISITE PIA2

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2017	0	0	0
2018	48	115 909 €	40 months
2019	95	119 300 €	33 months
2020	128	142 230 €	34 months
Total	271	125 813 €	36 months

* Average funding awarded from IDEX/ISITE funds for carrying out projects

** Labex and PRECIDIAB projects excluded.

4.1.3) Courses

Courses funded

Number of courses funded or co-funded on IDEX/ISITE funds	Number	Average funding*	% of these courses leading to a diploma from the "Target University"
2016	0	0	0
2017	0	0	0
2018	0	0	0
2019	1	15 390 €	0

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Number of courses funded or co-funded on IDEX/ISITE funds	Number	Average funding*	% of these courses leading to a diploma from the "Target University"
2020	19	20 494 €	0
2021	38	24 368 €	0
Total	58	22 944 €	0

* Average funding awarded from IDEX/ISITE funds for the courses

Students accepted on master's degree course (for the courses funded from IDEX/ISITE funds)

Year	Total number of Master's degree candidates (a)	Number of candidates accepted on Master's degree* (b)	Selection rate % (b/a)	% of students enrolled at "Target University"***	Budget devoted by the IDEX/ISITE
2016	0	0	0	NR	0
2017	0	0	0	NR	0
2018	0	0	0	NR	0
2019	0	0	0	NR	0

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Year	Total number of Master's degree candidates (a)	Number of candidates accepted on Master's degree* (b)	Selection rate % (b/a)	% of students enrolled at "Target University"***	Budget devoted by the IDEX/ISITE
2020	1 487	242	16%	NR	374 000 €
2021	NA	NA	NA	NR	994 379 €
Total	1487	242	16%	NR	

* Number of candidates accepted in M1 to follow a Master's degree course

** not yet created

Doctoral students

Number of doctoral students funded or co-funded	100% IDEX/ISITE funding (a)	IDEX/ISITE co-funding with external partner (b)	(a)+(b)	% of doctoral students enrolled by the "Target University"
2016	0	0	0	NR
2017	13	11	24	NR
2018	29	5	34	NR
2019	32	13	45	NR

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EVALUATION REPORT

Number of doctoral students funded or co-funded	100% IDEX/ISITE funding (a)	IDEX/ISITE co-funding with external partner (b)	(a)+(b)	% of doctoral students enrolled by the "Target University"
2020	40	19	59	NR
2021	20	0	20	NR
Total	134	48	182	NR

4.1.4) Socio economic impact

New partners

Year	Number of new economic partners*	Number	Type (SME, intermediate-sized enterprise, large enterprise, etc.)
2016	151	358	SMB 10 SME 3 intermediate-sized enterprise 1 large enterprise 63 unspecified 74
2017	153	384	SMB 14 SME 36 intermediate-sized enterprise 1 large enterprise 27 unspecified 75

END OF PROBATIONARY PERIOD

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Year	Number of new economic partners*	Number	Type (SME, intermediate-sized enterprise, large enterprise, etc.)
2018	175	413	SMB 13 SME 22 intermediate-sized enterprise 9 large enterprise 45 unspecified 86
2019	156	401	SMB 13 SME 24 intermediate-sized enterprise 1 large enterprise 55 unspecified 63
2020	186	384	SMB 26 SME 16 intermediate-sized enterprise 36 large enterprise 12 unspecified 96
Total	821	1 940	SMB 76 SME 101 intermediate-sized enterprise 48 large enterprise 202 unspecified 394

*Economic players with which a partnership agreement coming under the IDEX/ISITE perimeter has been signed in the year.

Results exploitation and own resources

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Year	Number of patents filed in the year*	Amount of the resources resulting from the Intellectual Property (IP) (in €k)	Amount of the other own resources of the IDEX/ISITE other than IP (examples of research contracts) (in k€)**	Number of start-ups created in the year by persons within the IDEX/ISITE perimeter
2016	42	360	57 014	8
2017	57	ND	65 811	29
2018	36	334	58 729	15
2019	25	471	64 567	28
2020	24	219	67 913	18
Total	184	1 384	314 034	98

* Patents (or Plant Variety Rights - PVR) filed within the framework of the IDEX/ISITE perimeter

** Including funds raised by foundations

4.1.5) International reach

International partnerships

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Year	Number of international projects co-funded from IDEX/ISITE funds*	Average funding from the IDEX/ISITE	Number of new partnership agreements in the IDEX/ISITE perimeter**	% of agreements in which the "Target University" is the sole signatory for all the IDEX/ISITE partners	Induced number of students recruited Doc (cotut)	IDEX/ISITE funds for joint projects (sum)
2016						
2017						
2018	9	95K€	1		9	849K€
2019	8	66,6K€	2		8	532K€
2020	12	88K€	0		12	1,055M€
2021	17	62K€	0		13	1,055M€
Total	46	76K€	3		46	3,491M€

* Any research project, university course or other co-funded by at least one foreign partner.

** New agreements signed as part of the priority targets of the international policy of the IDEX/ISITE

Foreign students on master's or Ph.D. degree course

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Year	Number of foreign student candidates for Master's degree* (a)	Number of foreign students enrolled in Master's degree* (b)	b/a	Number of foreign student candidates for Ph.D. degree* (c)	Number of foreign students enrolled in Ph.D. degree* (d)	d/c	Budget devoted by the IDEX/ISITE
2016	N/A	N/A		N/A	N/A		
2017	N/A	234 (first year)		N/A	N/A		0
2018	N/A	723 (first year)		N/A	896		0
2019	4769 (first year)	586 (first year)	12,3 %	N/A	841		1 354 567€
2020	8 959 (first year)	513 (first year)	5.7%	N/A	950		1 231 785 €
Total							2 586 352 €

* Number of foreign students enrolled in the year in all the establishments within the IDEX/ISITE perimeter, holding a diploma from a foreign university

Mobility grants

Year	Number of students receiving incoming mobility grants from IDEX/ISITE funds	Number of students receiving outgoing mobility grants from IDEX/ISITE funds
2016	0	0
2017	0	0

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Year	Number of students receiving incoming mobility grants from IDEX/ISITE funds	Number of students receiving outgoing mobility grants from IDEX/ISITE funds
2018	0	0
2019	0	41
2020	45	24
2021	22	121
Total	67	186

Diplomas delivered under international partnership *

Year	Number of Master's degree subjects organized under international partnership ** (a)	Total number of Master's degree subjects (b)	Number of Ph.D. diplomas delivered as joint diplomas*** (c)	Total number of Ph.D. diplomas delivered (d)
2016	NA	NA	NA	NA
2017	NA	NA	NA	NA
2018	26	309	43	370
2019	26	295	39	502
2020	38	340	46	328
Total	90	944	128	1200

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Year	Number of Master's degree subjects organized under international partnership ** (a)	Total number of Master's degree subjects (b)	Number of Ph.D. diplomas delivered as joint diplomas*** (c)	Total number of Ph.D. diplomas delivered (d)
Ratios	9.5% (a/b)		10.6% (c/d)	

* Diplomas delivered within the IDEX/ISITE perimeter

** These are true joint diplomas within the meaning of circular 2011-009 of 11th May 2011 relative to the conditions of preparation and delivery of diplomas with the framework of an international partnership.

International rankings

Two rankings must be indicated: Shanghai and Leiden.

One ranking shall be indicated if it is available: Multi-Rank.

One ranking can be chosen freely by the IDEX/ISITE.

Shanghai ranking	Overall	Thematic (indicate the subjects)
2016: List of the 6 top rankings and the IDEX/ISITE members concerned	<u>I-SITE members</u> : not ranked	The global ranking of Academic Subjects was first published in 2017
2020: Rank of the "Target University"	Not available until 2022	Not available until 2022

Shanghai ranking	Overall	Thematic (indicate the subjects)
2020: List of the ranked IDEX/ISITE members with their rankings	<u>University of Lille: 401-500</u> <u>other I-SITE members: not ranked</u>	<u>University of Lille:</u> Atmospheric Sc. 101-150 Automation & Control 101-150 Mechanical Engineering 101-150 Metallurgical Engineering 101-150 Statistics 101-150 Mathematics 151-200 Oceanography 151-200 Instruments Sc & Tech 151-200 Food Sc. & Tech 151-200 Human Biological Sc. 151-200 Chemistry 201-300 Earth Sciences 201-300 Telecommunication & Eng 201-300 Civil Engineering 201-300 Chemical Engineering 201-300 Energy Sc. & Eng. 201-300 Environmental Sc. & Eng. 201-300 Biological Sciences 201-300 Clinical Medicine 201-300 Dentistry & Oral Sciences 201-300 Pharmacy & Pharmaceutical Sc. 201-300 Business Administration 201-300 Computer Sc. & Eng. 301-400 Materials Sc.& Eng. 301-400 Nanosc. & Nanotech. 301-400 Biotechnology 301-400 Medical Technology 301-400 Management 301-400 Ecology 401-500 Electrical & Electronic Eng 401-500 Public Health 401-500 Economics 401-500 <u>IMT Lille Douai:</u> Atmospheric Sciences 201-300

Leiden ranking	(list of subjects for which a distinction is obtained)
2016: List of the establishments concerned and the subjects in which they have achieved distinction	<p><u>University of Lille 1, Sciences & Technologies:</u> All Sciences: 528 in general ranking (Europe:194; France:14) Biomedical & health sciences: 726 (Europe: 287; France: 23) Life & earth sciences: 436 (Europe: 168; France: 13) Mathematics & computer sciences: 211 (Europe: 63; France: 9) Physical sciences & engineering: 290 (Europe: 95; France: 13)</p> <p><u>Other I-SITE ULNE members: not ranked</u></p>
2020: List of the IDEX/ISITE members that have achieved distinction, indicating their subjects	<p><u>University of Lille:</u> All sciences: 357 in general ranking (Europe: 116; France: 13) Biomedical & health sciences: 308 (Europe: 108; France: 8) Life & earth sciences: 371 (Europe: 133; France: 14) Mathematics & computer sciences: 298 (Europe: 79; France: 8) Physical sciences & engineering: 344 (Europe: 94; France: 12) Social sciences & humanities: 491 (Europe: 200; France: 5)</p> <p><u>Other I-SITE ULNE members: not ranked</u></p>
2020: Subjects in which the educational institution to which all the researchers are affiliated has achieved distinction	<p><u>University of Lille:</u> All sciences: Publications: 3614 (1%: 31; 5%: 15; 10%: 305) Biomedical & health sc.: Publi: 1492 (1%: 16; 5%: 74; 10%: 141) Life & earth sciences: Publi: 464 (1%: 5; 5%: 19; 10%: 42) Mathematics & computer sc.: Publi: 415 (1%: 3; 5%: 18; 10%: 36) Physical sciences & eng.: Publi: 1052 (1%: 6; 5%: 37; 10%: 78) Social sciences & humanities: Publi: 191 (1%: 1; 5%: 2; 10%: 8)</p>
Ranking chosen by the IDEX/ISITE	Reuters Ranking: Europe's Most Innovative University

Leiden ranking	(list of subjects for which a distinction is obtained)
2016: List of the IDEX/ISITE members concerned and the subjects in which they have achieved distinction	<u>I-SITE ULNE members</u> : not ranked
2018: List of the IDEX/ISITE members that have achieved distinction	<u>University of Lille 1, Sciences & Technologies</u> : 76 (15th University in France) <u>other I-SITE ULNE members</u> : not ranked
2019: List of the IDEX/ISITE members that have achieved distinction	<u>University of Lille</u> : 39 (7th University in France) <u>other I-SITE ULNE members</u> : not ranked

Table of co-funding operations

IDEX/ISITE member		Amount received					
		2017	2018	2019	2020	2021	Total
Name of the IDEX/ISITE member	Consortium	44 805 €	4 000 €	3 732 428 €	4 237 810 €	330 825 €	8 349 868 €

IDEX/ISITE member		Amount received					
		2017	2018	2019	2020	2021	Total
Co-funder legal form	Local Authority						
Co-funder name	Region Hauts de France						
Funding nature / object	I-SITE ULNE actions including LABEX						
Name of the IDEX/ISITE member	Consortium						
Co-funder legal form	Local Authority						
Co-funder name	Métropole Européenne de Lille (MEL)		550 000 €	13 797 000 €	251 0877 €	1 525 000 €	18 382 877 €
Funding nature / object	I-SITE ULNE actions including LABEX						
Name of the IDEX/ISITE member	Consortium						
Co-funder legal form	Public Organisations		921 451 €	5 956 627 €	15 130 007 €	2 390 073 €	24 398 158 €

IDEX/ISITE member		Amount received					
		2017	2018	2019	2020	2021	Total
Co-funder name							
Funding nature / object	I-SITE ULNE actions including LABEX						
Name of the IDEX/ISITE member	Consortium	34 008 €	1 319 217 €	799 008 €	794 025 €	977 000 €	3 923 258 €
Co-funder legal form	Private Sector						
Co-funder name							
Funding nature / object	I-SITE ULNE actions including LABEX						
Name of the IDEX/ISITE member	Consortium	171 799 €	868 939 €	4 947 686 €	9 029 199 €	2 000 000 €	17 017 623 €
Co-funder legal form	European organisations						
Co-funder name							

IDEX/ISITE member		Amount received					
		2017	2018	2019	2020	2021	Total
Funding nature / object	I-SITE ULNE actions including LABEX						
Name of the IDEX/ISITE member	Consortium		540 000 €	605497	432 503 €	1 160 000 €	2 738 000 €
Co-funder legal form	International organisations						
Co-funder name							
Funding nature / object	I-SITE ULNE actions including LABEX						
TOTAL		250 612 €	4 203 607 €	29 838 246 €	32 134 421 €	8 382 898 €	74 809 785 €

4.2 SPECIFIC INDICATORS TO EACH IDEX/ISITE

Name of the indicator	2016	2017	2018	2019	2020
Number of students in Graduate Programmes (M and D)	NA	0	0	0	355
Number of HSS researchers in the hubs	NA	16 (Peridex)	147	141	715 (167 w/o hub CCSP)

END OF PROBATIONARY PERIOD

EVALUATION REPORT

Name of the indicator	2016	2017	2018	2019	2020
Number of international laboratories created in the year	NA	2	13	13	14
Number of joint laboratories with the private sector created in the year	NA	2017 : 7 4 ULille (U1192, UMRT Bioecoagro, LAMcube, Institut chevreul), 1 CNRS (IEMN), 1 INRIA, 1 INSERM (U1189)	2018 : 6 1 IMT, 1 Centrale (LAMcube), 3 ULille (UMRT Bioecoagro, U1177, UMET) 1CNRS/UMET – Proteinolab (Lab'com)	2019 : 3 3 CNRS (UGSF, IEMN, LIMMS)	2020 : 4 2 ULille (LSMRC, labex EGID), 2 CNRS (IEMN, labex CAPPA)
Visibility of articles in the top 25% IF.	NA	1680 (56,25%)	1722 (55,32%)	2133 (56,27%)	1399 (52,38%) items within the perimeter of the hubs