

NOM IDEX-ISITE: ULNE LILLE

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

Proposition of decision for the end of probationary period

CONFIRM

Global appreciation of the project and area for improvement

In a few years, this project has attained a high level of credibility and maturity. It is an interesting trans-border initiative involving close partnerships with Leuven and Kent, and is based on different orientations that are well chosen and well adapted to the development of the region.

The integration of L'Ecole Centrale would be an advisable step towards the creation of an integrated engineering school.

Continued efforts are needed to enhance research excellence.

Despite the strong trans-border nature of this I-SITE, internationalisation needs to be strengthened and widened.

Evaluation summary

1. Research excellence	
Grade justification	Areas of improvement – necessary amendment
<p>While the university has a long way to go to achieve higher recognition in global comparisons, there is great promise for strengthening of the research profile through the measures outlined in the report.</p> <p>The 4 research hubs at the heart of this ISITE map their core strengths by combining bibliometric approaches with bottom-up participative work to identify clusters that reinforce the thematic differentiation of the university.</p> <p>ULNE includes c.370 projects all dealing with the concept of global transition, and all closely aligned with the UN's SDGs; in 2021, a chair on poverty and sobriety was created.</p> <p>Interdisciplinarity is fostered between experimental, human and social sciences.</p> <p>The integration of ENSAIT strengthens textile research, and reinforces links with Ghent and Leuven, fellow major textile production centres over the centuries.</p>	<p>While the overall research strategy is sound, research performance needs to be strengthened: there are few ERCs and IUF awards, for instance.</p> <p>An increased number of full-time NROs researchers could be considered as a means of enhancing research profile.</p>
2. Teaching excellence	
Grade justification	Areas of improvement – necessary amendment
<p>The teaching curriculum has a strong focus on SDGs, with the university currently mapping over 10k of its courses against SDGs and regional priorities.</p> <p>Major-minor degrees have been introduced, with a focus on the integration of research excellence into the undergraduate experience.</p> <p>Graduate schools, like the 4 hubs, are explicitly designed as transversal tools involving faculties, schools and laboratories. They offer funding without becoming competing structures.</p> <p>An excellent teaching and learning centre is in place, with a focus on upskilling staff through diplomas such as the DU.</p> <p>A chair in education technologies has been created in collaboration with Leuven.</p>	<p>Improve staff-student ratios (currently one of the lowest in France).</p> <p>Focus on undergraduate teaching, and on ways of ensuring teaching and learning excellence in the 50k undergraduate cohort.</p> <p>Harness Lille's expertise in lifelong learning to enhance teaching excellence at all levels.</p>
3. Innovation	
Grade justification	Areas of improvement – necessary amendment
<p>Innovation is boosted by a rich menu of measures including strengthened collaboration with SATT Nord, for instance in targeting niche areas such as technologies at a low level of maturity (the weak link in the transfer process) that could have high impact.</p> <p>Strong collaboration with SATT Nord has resulted in streamlined operations, for instance bypassing multiple calls for projects.</p>	<p>Continue to develop best practices in the field of innovation to convince more people to participate in the innovation process.</p>

<p>Strong collaboration is also in evidence with local companies, a powerful development given the difficult economic surroundings.</p> <p>The MEDEF is a strong and active partner, including in university governance bodies at the highest levels.</p>	
<p>4. Target university</p>	
<p>Grade justification</p>	<p>Areas of improvement – necessary amendment</p>
<p>This is a lean project: it has a clear focus and a clear identity: that of a civic university deeply anchored in a strong Euro-region.</p> <p>It represents the merger of 3 disciplinary-based universities with different cultures; the 4 <i>grandes ecoles</i> are well advanced towards deeper integration.</p> <p>Overall structure has been simplified with the reduction of internal UFRs from 37 to 11.</p>	<p>A decision whereby the Ecole Centrale joins the university would enhance the overall profile in engineering excellence.</p> <p>Higher use of the common signature would indicate stronger identification with the target university.</p>
<p>5. Campus and student life</p>	
<p>Grade justification</p>	<p>Areas of improvement – necessary amendment</p>
<p>A growing feeling of belonging is promoted through a rich programme of imaginative, student-centred innovations and interventions, including over 150 student societies, and a participative budget initiative.</p> <p>There is a strong emphasis on student wellbeing and preventive medicine.</p> <p><i>A Vous le Sup</i> is a programme that helps secondary school students prepare for a future as university students.</p>	<p>Continue to track performance in this area.</p>
<p>6. International visibility</p>	
<p>Grade justification</p>	<p>Areas of improvement – necessary amendment</p>
<p>The I-SITE is built on strong collaboration with Leuven and Kent.</p> <p>Scholarships encourage incoming and outgoing mobility.</p> <p>Language training including for administrative staff.</p>	<p>A strategy for wider international collaboration beyond the inter-regional European one already in operation is urgently needed.</p>

7. HR policy	
Grade justification	Areas of improvement – necessary amendment
<p>All new recruitments are aligned with the priorities of the 4 hubs.</p> <p>Accelerated hiring of high-level international researchers has been facilitated by co-financing with local authorities and through the realignment of internal resources.</p> <p>A tenure track system is in place.</p> <p>Teaching excellence is a criterion for promotion.</p> <p>There is a commendable focus on early-stage researchers via the PEARL programme, with each PEARL fellow belonging to 2 different thematic hubs: this measure strengthens interdisciplinarity and has led to larger innovative projects.</p>	
8. Partnerships (academic, NROs, business)	
Grade justification	Areas of improvement – necessary amendment
<p>Strong partnerships have been developed with local partners including local industries, local authorities and the CHU. Imaginative collaboration with the CHU enables CHU staff to take one or two years leave to prepare a doctorate in the university.</p> <p>Relations with the NROs are strengthened in the new contracts, with strong collaboration with CHU, Inserm and l'Institut Pasteur Lille.</p> <p>Industrial chairs are supported by the local authorities.</p> <p>High number of the university's PhDs are hired by industry.</p> <p>As recommended by the Susanne Berger report, the university encourages interaction between actors rather than the creation of new structures.</p> <p>The new CA includes 40% of external members, for instance from the socio-economic sector.</p>	
9. Governance and project management	
Grade justification	Areas of improvement – necessary amendment
<p>This is an interesting example of successful change management.</p> <p>It benefits from strong, focused and very engaged leadership.</p> <p>Structures are clear and streamlined: 4 graduate programmes, 12 research clusters, all structurally and thematically interrelated (with a focus on aspects of</p>	

transition).

The I-SITE has developed a two-tier structure, where strategy is decided at the level of the president/ executive committee, and the 15 components are responsible for the day-to-day running of the university.