

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

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

Confirm

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

UB has made impressive progress in establishing an integrated university, with effective and efficient governance, and innovative HR policies. Concrete and measured progress has been made in research excellence, and innovation. Additional care must be given to campus life, and creating a sense of belonging among students and staff. Greater attention should be given to creating an international identity for the university, in part through strategic partnerships in excellence areas and a publications strategy. In the next phase of the IDEX, priority should be given to talent retention and career management strategies. IDEX project governance and management have been exemplary, and the use of KPIs should be seen as a best practice reference. In the long term, it would be desirable to increase the breadth of the PERIDEX, particularly by reinforcing the involvement of the human and social sciences.

## Evaluation summary

### 1. Research excellence

Grade justification	Areas of improvement – necessary amendment
The merger has led to a substantial improvement in international rankings and scientific production, although room exists for further progress.	The UB perimeter would gain substantially from including the social sciences and humanities into a common research strategy. Enforce the common signature policy and improve PhD training.

### 2. Teaching excellence

Grade justification	Areas of improvement – necessary amendment
<p>A clear vision for excellence in teaching and learning, underpinned by solid structures and targeted actions; 13% / 10M euro of IDEX funding dedicated to teaching and learning;</p> <p>Excellent support for pedagogical upskilling of teaching staff (uptake by 25% staff to date) via inter alia the University unit for education (MAPI);</p> <p>Support for pedagogical innovation via Imedialab;</p> <p>Commendable focus on on preparation of students for the international environment (for ex. the College of social sciences and humanities has internationalised a masters degree);</p> <p>Clear integration of SHS / 'SHS pour tous';</p> <p>Extensive English-language training for teaching staff;</p>	<p>Elaboration of MOOCs could be intensified – rather few at present;</p> <p>Elaboration of teaching and learning materials in English could be strengthened;</p>

### 3. Innovation

Grade justification	Areas of improvement – necessary amendment
The University has made significant progresses in its relations with industry. The IDEX partners created SATT Aquitaine in 2012. Its actions includes mapping of research activities, raising researcher awareness about the importance of exploiting their results and obtaining patents. The “UBFriendly” campaign now involves 70 companies and has many activities including fundraising, teaching entrepreneurial culture, internships in SMEs and so on.	<p>Everything seems in place to seriously boost innovation activity in the university. All fields should be considered in terms of potential innovation, the whole range of industries from health to legislative issues.</p> <p>The number of patents and created start-ups, although increasing, remains modest.</p>

### 4. Target university

Grade justification	Areas of improvement – necessary amendment
<p>Although one of the original university partners left, the target university has been largely put in place, thanks to the merger of three universities, to form University of Bordeaux on January 1, 2014. Since then, Bordeaux INP and IEP have become formal associates (June 2014). Competencies transferred to UB include international relations, communications, research policy, and technology transfer policy. The Strategic Operations Committee of UB includes external stakeholders and partners (NROs, regional authorities).</p>	<p>Going forward, it may be necessary to expand in the human and social sciences areas, to ensure comprehensiveness of research and teaching offer. There is a need to clarify how and when the UB seal appears on diplomas from member institutions.</p>

### 5. Campus and student life

Grade justification	Areas of improvement – necessary amendment
<p>A number of measures have been taken to promote campus and student life. University premises are undergoing profound renovation under Operation Campus. The Ambassadors' programme promotes international visibility. An innovative and open digital campus is being built. There are programmes for entrepreneurial awareness and for art and sciences as well as numerous sports activities. New students, especially international, are given welcome support. A survey with 450 international students identifies a "dynamic campus environment" as a "watchpoint".</p>	<p>Develop a comprehensive programme on the enhancement of the quality of students' life and the campus with Key Performance Indicators including for students' sense of belonging and identification with UB.</p>

The students' sense of belonging does not seem sufficiently developed.	
<b>6. International visibility</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
The IDEX Bordeaux has strengthened the historically low international visibility of its University through the development of a website and newsletter in English, the successful recruitment of international researchers, and a focus on the internationalization of doctoral programs. This process has also gained momentum through a substantial process of “internationalization at home”, including academic and administrative training programs with international vocation ( <i>défi international, international pedagogies</i> ) and the establishment of an international office and of a strategic committee.	The University should now on the one hand complement its regional leadership through partnership agreements with universities in the economically strong Basque country, which could also be interesting for innovation and for which European funds could be secured, on the other hand expand it by developing a cohesive strategy founded on a selected number of institutional agreements as well as a more intense offer of English-speaking curricula.
<b>7. HR policy</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
IDEX funds have been used to boost HR: 22% of the IDEX funds were used to attract talent: 29 Chairs of Excellence were created. 58% of new comers are in tenured positions. CNRS has provided 18 additional researchers. HR process is centralised in UB. Flexibility achieved around the pay scales for scientists. Bordeaux is well positioned to develop as an attractive university and will draw people internationally and also researchers out of other top French institutions. However the university need to be provided with the tools needed to build a university with more autonomy.	Exploit the full potential of the law in designing and implementing new mechanisms to attract and retain top talent.
<b>8. Partnerships (academic, NROs, business)</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
Overall, UB has established excellent collaboration with the NROs, and is leveraging their resources. Strategic collaborations have been established with key universities. The external partners are well represented in governance and advisory bodies and industrial chairs have been created in IDEX domains of excellence. Numerous new economic partners have entered since the launch of IDEX and the private sector share of external resources has increased.	
<b>9. Governance and project management</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
The UB IDEX project management has been done in an effective and focused way. The President of UB heads the project, and is assisted by a professional team of 15 persons. The use of indicators to follow the project’s implementation is to be cited among best practices seen in the IDEX, thus far. An Audit Committee monitors the use of IDEX funds and ROI.	Continuous communication regarding IDEX objectives and achievements is necessary, to keep momentum and focus.