université
de **BORDEAUX**

U25 Strategic Plan

ADVANCING
TOGETHER

Creating
a university
of the future

Advancing Together
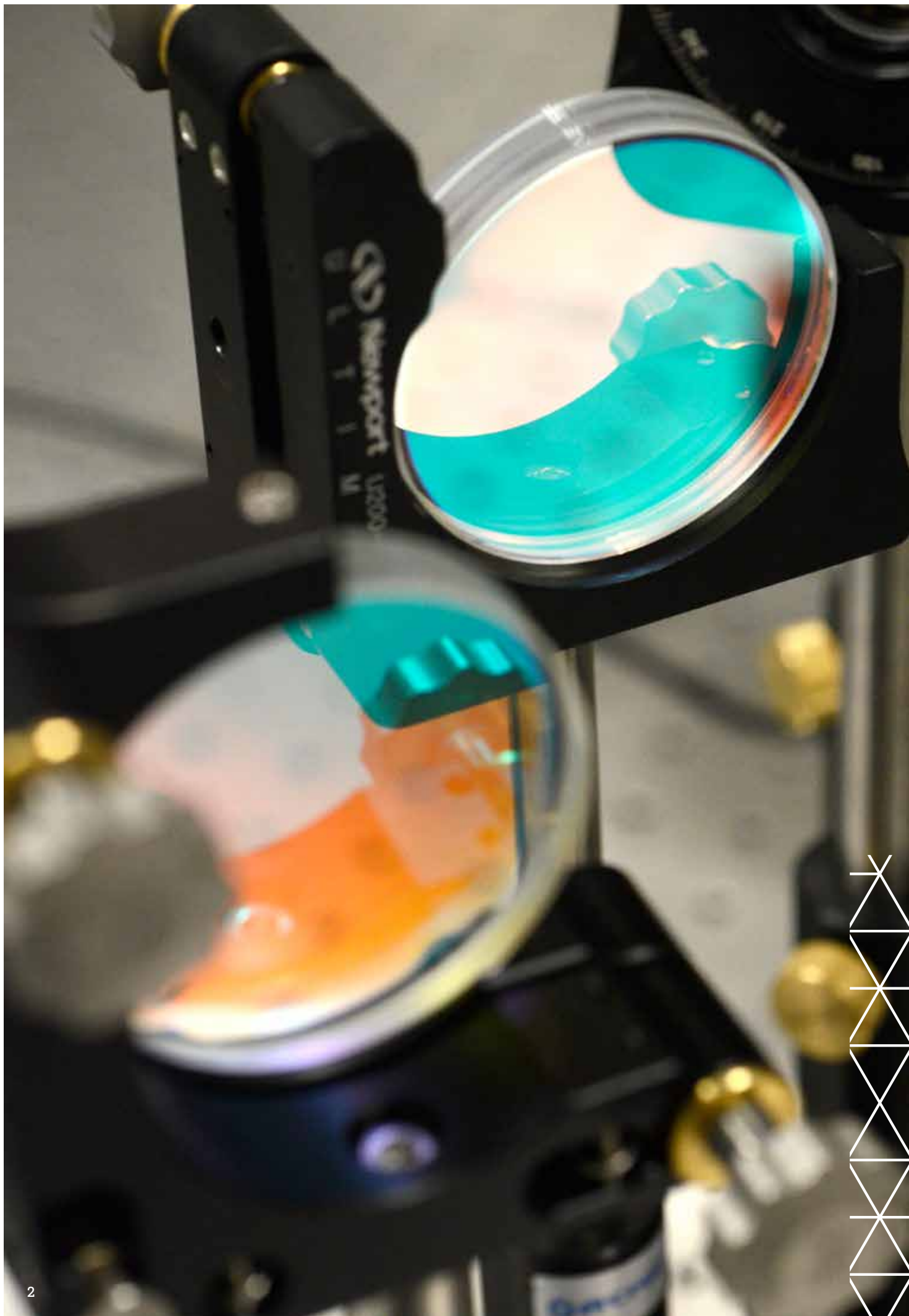
a strategy for *excellence*

Advancing Together, creating a new approach to higher education that will move us all towards creating a better tomorrow."

The University of Bordeaux is ranked among the top universities in France and is internationally renowned for the quality of academic courses, research and an exceptional quality of life. With the recent mergers of 3 of the universities in Bordeaux into a unified institution, the university has put forth an aspiring vision: to be one of the top research-driven universities in the world that is recognized for cutting-edge research, leadership, and knowledge creation with a practical approach to the application of knowledge that leads to meaningful impact and the advancement towards improving the lives and well-being of a global community.

In this strategy, we have defined a comprehensive plan that reshapes and refines our approach to addressing some of the key challenges facing society today. Our strategy's focus goes beyond the transformation of the University of Bordeaux and its campuses; it positions our talent, programs, potential and outcomes to have a broader reach with significant impact, so that the university can be better positioned to help change and shape the world for the better, both today and in the future.

By focusing on providing excellent education, creative learning environments and the tools to transform knowledge into meaningful solutions, we aim to empower our students to succeed in a global society that is fast and ever changing. The strategy reflects our commit to ourselves for creating stronger collaborations between disciplines, partners and communities so that we can not only adapt to the needs of higher-education, but so that we can anticipate and steer them.

Vision

To be a world renowned research institution that promotes academic freedom, stimulates creativity and drives innovation and leadership that leads the way to addressing the challenges facing our future. »

ORGANIZATION OF THE STRATEGY PLAN

The following plan defines a strategy on how to catapult the University of Bordeaux into a world-renowned, cutting edge research institute that: has exceptional programming, is led and followed by the most talented, diverse and performant intellectuals, and has the most impactful partnerships across the globe.

The strategy is based on an assessment of strengths, opportunities for advancement, and the external demands of society; using the information gathered, we have created a plan that identifies specific initiatives along three dimensions: themes, priorities and pre-conditions.

Themes

are identified areas of opportunities based on our unique position and potential. For each theme, our plan outlines initiatives that will enable, develop and enhance our standing as a leader in research, education and innovation. The themes are:

› Creating a university that matters
› Transforming the academic experience
› Exceptional research, innovation and creativity
› Institutional Effectiveness

Priorities

provide an integral view on each initiative and the level of impact it carries within four key areas; the priorities are interrelated and ties each initiative to the vision of leading the world in research and innovation.

› Internationalization
› Digital Environment
› Urban Campus
› Talent Management

Pre-conditions

are the fundamental requirements necessary in order to be able to realize our mission. This strategic plan is the mean to foster a new development for the University of Bordeaux: this strategy is conceived as a policy for the University of Bordeaux and is considered an independent and autonomous entity, enable to align its resources to its strategic mission and priorities in order to achieve its transformation. Therefore preconditions for success are:

› To be an autonomous institution
› To receive full commitment from its main partners
› To be supported by the Authorities to drive experiments beyond legal conditions, including with regards to human resources management and student recruitment
› To have access to a sufficient amount of financial resources to invest on a long term basis

VISION

To lead the world in preeminent research, to be a reference and standard for excellence in knowledge creation, dissemination and application of knowledge, and to be an influential and engaged force within the global community.

MISSION

The university of Bordeaux will work as a community partner (local, regional, national, European and global partner) that is committed to excellence and innovation in research and discovery, teaching, and social engagement.

THEMES

Creating a university that matters	Transforming the academic experience	Exceptional research, innovation and creativity	Institutional effectiveness

PRIORITIES

Internationalization
Digital Learning
Urban Campus
Talent Management

Influencing Factors

The objectives and initiatives outlined in this strategic plan were motivated by (1) the ambitions of the university, and (2) by external influencing factors that are driving change in higher education across the globe; in order to become a destination university of the future, both need to be considered.

TECHNOLOGY
› Dissemination of knowledge
› Blended learning
› Educational support

AVAILABILITY AND ACCESSIBILITY OF KNOWLEDGE
› Increase in demand for higher education
› Increase in academic choices
› Knowledge distribution

INTERNATIONALISATION
› Increase in choice for students and faculty
› Increase in the demand for international experience for students, staff and scholars
› Increase in the number of programs that support and encourage mobility and international exchanges

FINANCE
› New cost categories (marketing, CRM)
› Competing demands for existing funds
› Need for new sources of financial support

INDUSTRY INFLUENCE
› Development of industry-based learning
› Research and development partnerships
› Emphasis on continued-learning & professional development

EUROPEAN CONTEXT
› Opportunities for scholars, students and staff provided by European institutions
› Accessibility of universities (financially and logistically)
› Mobility and quality of life

CREATING
A UNIVERSITY
THAT MATTERS

THEME 01

With multiple forces changing the module of higher education as it is known today, it has become increasingly important for us to identify new ways to capitalize on our existing strengths while creating new opportunities that would allow us to advance knowledge discovery while providing a level of excellence in teaching and learning that fosters innovation and application.

Preeminent research, excellence in teaching and learning, and a committed to making the world a better place by finding meaningful solutions to the challenges facing our world is our catalyst to becoming a university that matters across all levels, both today and in the future.

#1
OBJECTIVE

To develop and focus on strategically selected areas of science where we have the potential and opportunity to achieve global levels of distinction and achievement

By focusing on our strengths in high-end areas of research, we can improve our global standing, enhance our ability to attract the most talented students, faculty and staff, and develop and strengthen our partnerships with other learning institutions as well as with industry that would allow us to broaden our reach and increase our level of impact.

Being recognized as the leading reference in specific areas of research is necessary for improving our global standing, enhancing our ability to attract the best people, to develop the meaningful partnerships and to strengthen our ties within the global community.

Initiatives

- Build upon the existing and emerging areas of research that are recognized for excellence and have a strong international reputation.

- Promote multidisciplinary collaborations between research communities and programs of greatest significance and impact

- Build upon specialized international networks of excellence that fosters collaboration between partners on a global scale

- Propose a high-value doctoral program acknowledged for its distinctive approach of modern research with impact

- Strengthen the research infrastructure to support a dynamic research-driven environment.

- Develop policies to attract, retain and develop high-quality junior fellows and research faculty

- Allow the brightest scholars to take part in research activities, with a great deal of independence and autonomy

- Define and communicate clear criteria to guide decisions on new research initiatives

KEY IMPACT AREAS

- › Increased exposure of scientific publications
- › Increase the international appeal to Ph.d students and faculty

- › Improvement of Fields Rankings
- › Increase of international awards in the excellence fields

- › Increased visibility of research and impact within a global community
- › An increase involvement of faculty members in multidisciplinary research

#2
OBJECTIVE

To engage in long term innovative partnerships with the best academic institutions, bringing together researchers, leading industry experts and society stakeholders in order to address complex worldwide challenges of global importance

Strategic partnerships and collaborations are key to advancing modern research, ensuring relevance to address issues of global importance and in driving innovation. By broadening and strengthening the relationships between academia, professionals and other partners at the highest level of knowledge and expertise, new perspectives can be given to new, complex and enduring challenges.

The University of Bordeaux seeks in strengthening support for projects dedicated to social innovation, thus contributing to an evolving global society.

Initiatives

- Develop a *challenged-based* programming of research activities built on prospective assessment of emerging issues, shared with faculty, industry experts and society stakeholders

- Assess and respond to emerging opportunities through strategic investment in new areas of research excellence.

- Structure a network of universities and partners that are committed to excellence in education and research and that share the same values of engagement in global issues

- Promote distinctive concepts and principles of ethics, continuously reflecting on our research activities and nourishing high standards of education

- Be an active part of the development of emerging countries with dedicated programs, partnerships and mutually benefiting exchanges (i.e. knowledge, students and faculty)

KEY IMPACT AREAS

- › "Brand" awareness, european recognition of role and level of impact
- › Increase the stock of knowledge that flows into society
- › Increased participation to European and worldwide consortia involved in global issues

- › Increase in the # of global initiatives
- › Increase in the # of partnerships for each initiative
- › Sponsored research expenditures in identified areas
- › Increase in the # expert groups

- › Increase in the # of participants for initiatives

Commit to social embeddedness by increasing the accessibility of the Universities intellectual and structural resources to support the socio-economic growth of local and national territories

France is third most popular destination for international students. Located in one of the most prestigious cities in Europe and in a dynamical region and euroregion, the University of Bordeaux offers students and faculty a unique experience. Its territory is experiencing a level of growth and development that has helped to create a campus that offers students and faculty a pleasant working and living environment with a wide range of opportunities and services in the whole region.
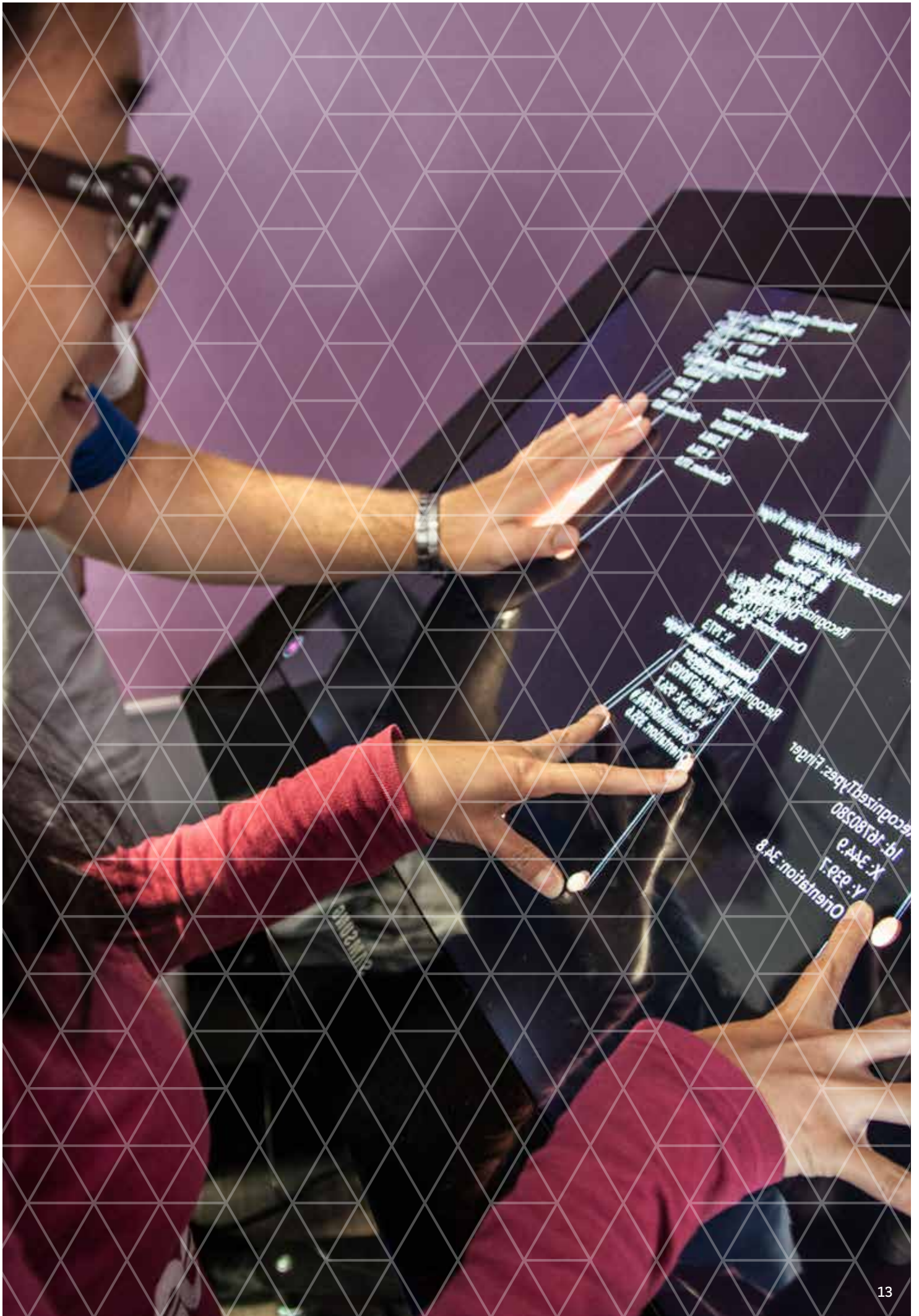
As a research-driven university, the University of Bordeaux has key role to play, together with partnering local higher education and research organizations, in the development of the territory, its economics and societal environment. By promoting ourselves as a resource and knowledge center that is open and welcoming, we can be an active agent of change to contribute shaping and driving public policy, as well as getting students to engage in the community. By its activity, the University of Bordeaux is an important source of local employment and purchases from local suppliers.
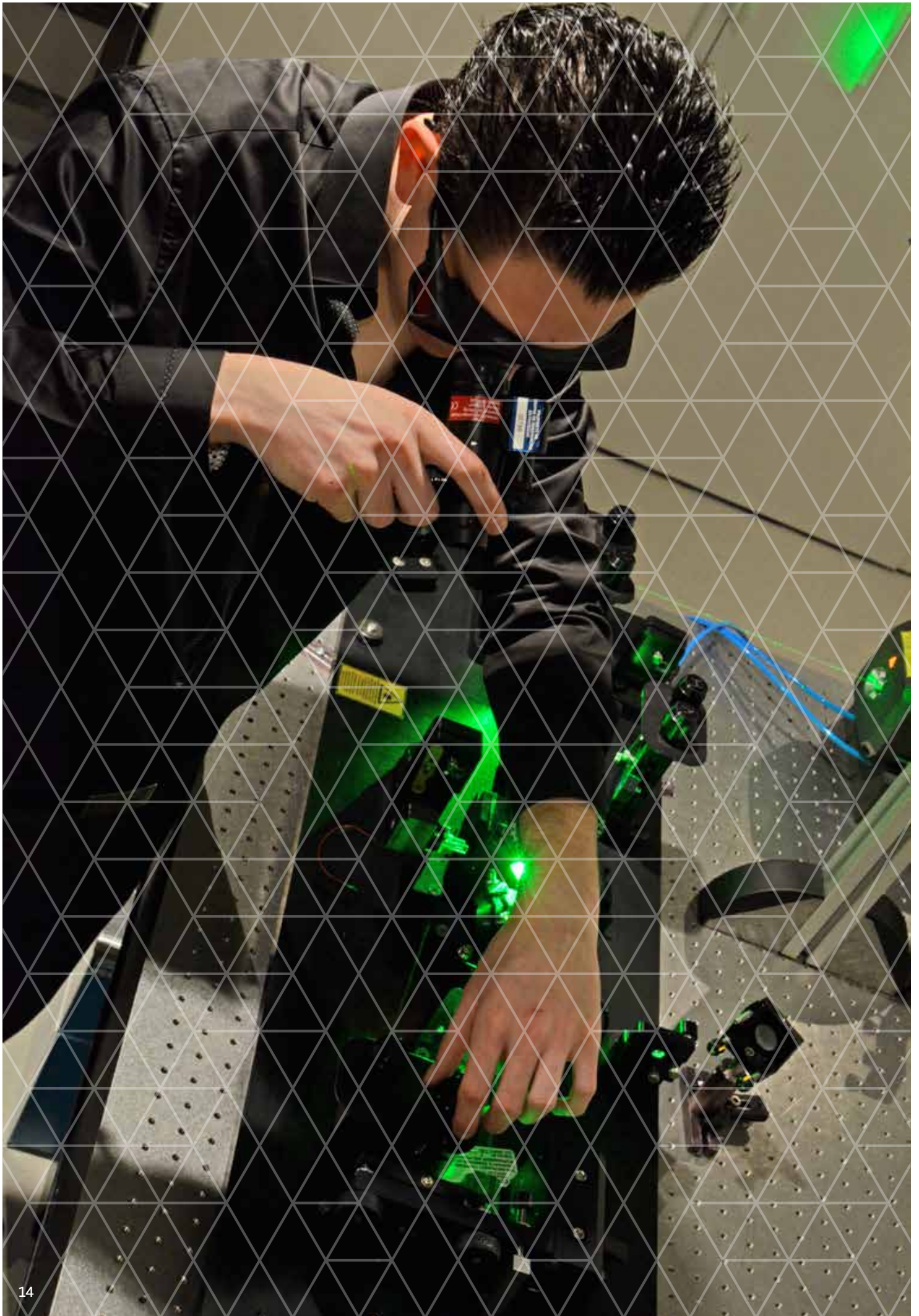
Initiatives

◆ Establish a culture that values knowledge sharing and knowledge creation among the faculty, students and community

◆ Promote and support the development of a euro-region of knowledge based on intelligent specialization of territories and culture sharing

◆ Make public engagement a distinctive feature for as many programs as possible at the university (students, faculty, staff)

◆ Create dedicated spaces, amenities and opportunities allowing the melting of population and actors

◆ Ensure equal access to knowledge and best practices in education to all the students of all the campuses of the university

◆ Organize with public Authorities a performing education system focusing on the best opportunity for success for junior high school students

◆ Contribute to the strengthening of a local network for higher education and research built on its diversity and the complementarity of its training offer

◆ To promote the positive impact of the University of Bordeaux and the value of its international ambitions for the dynamism of the region.

KEY IMPACT AREAS

› Number of alumni engaged in projects in region, euro region and globally

› Number of projects initiated by university, faculty and students

› Number of companies from the university's students outreach

› Local awareness of university's vision/ mission

› Increase the expenditure impact of the university through direct and indirect jobs created

TRANSFORMING THE ACADEMIC EXPERIENCE

THEME 02

The University of Bordeaux's vision of higher education relies on two inseparable characteristics: research-based degree programs and student empowerment. In order to empower students to be engaged, motivated and successful, we are committed to creating programs, services and spaces that provide an environment that encourages and supports the development of students to learn and grow as intellectuals, engaged citizens and leaders.

In order to maximize the value that both faculty and students gain from their experiences at the University of Bordeaux, we need to ensure that there is a focus on developing and enhancing their ability for critical thinking, entrepreneurship and creativity.

#4

To promote an innovative pedagogy across all programs that transforms traditional forms of education into a diverse, dynamic and creative environment that works as a catalyst for performance and excellence.

The learning environment for students today spans beyond the walls of the classroom and there are new skills and perspectives that are required in order to develop well-rounded, successful and performance achieving graduates in a globalized world. This shift requires us to integrate new focus areas and new means of transmitting and communicating knowledge into the traditional learning experiences of students.

Initiatives

- Develop a comprehensive offer of programs of superior quality, value and relevance that prepare students to be innovative, successful and engaged with an agile global society

- Increase opportunities for students to join interdisciplinary curricula built on areas of research that are recognized at the university for their excellence, and with partnering international universities

- Create modern learning and collaborative environments generating high-levels of engagement and enthusiasm in faculty, students and staff

- Provide exceptional students with additional educational opportunities through special programs and accelerated learning options

- Promote and support a team work spirit that is committed to pedagogical innovation as a means of achieving excellence.

KEY IMPACT AREAS

- › Student satisfaction levels
- › Faculty and staff satisfaction levels
- › Employment statistics of graduated students
- › Integration of research material and results into course material

- › International exchanges and partnerships through programs such as Dual Degrees, courses taught in English, and Open Campus
- › Development of Cross-over curriculums

- › Quality of learning environments such as MOOCs
- › Level of international appeal to students and faculty
- › Performance levels of the university in dedicated rankings based on education

#5
OBJECTIVE

Create transformative learning opportunities that engage students to discover, develop and apply knowledge both within and across disciplines in order to address the current and future needs of a global society.

The needs of students are changing and we are forced to look at how advanced learning institutions can addresses these changes. We are challenged to create an environment that equips students with the skills and abilities necessary to address the needs of the current workforce while positioning them to anticipate the trends of the future so that they can have meaningful impact in a larger self-governing citizenry.

Initiatives

◆ Design learning programs that provide students with opportunities to garner a wide range of skills, practical experience, and gain an understanding of how to apply their knowledge in practical ways with society

◆ Sustain, and whenever possible, enhance the possibility of students to partake in opportunities to gain professional, international, cultural, entrepreneurial or humanitarian experiences.

◆ Increase and diversify the opportunities for education, professional and international experiences/internships for students within the university or outside

◆ Create spaces that are conducive to creative and spontaneous interaction, changing how faculty and students interact both in and out of the classroom

◆ Integrate the teaching and practicing of non-accredited skills into the curriculum

◆ Enhance and build on orientation programs that focus on personal and academic development.

◆ Promote the well-being of students, faculty and staff as a foundation for academic and lifelong success.

◆ Introduce programs that encourage and engage students and faculty (i.e. student contract)

◆ Develop well-rounded, superior student experience that inspires confidence and personal development through student support and development activities such as student contracts.

KEY IMPACT AREAS

› Student confidence levels
› The number of internship opportunities with # of partnerships within local/ global community
› Number of students engaged in activities within the university

(research, innovation, training, administration)
› Quality of life / Internal image of the university of Bordeaux
› Number of industrial partners engaged in projects dedicated to

students
› Number of business activities created by students
› Number of alumni engaged in university life

EXCEPTIONAL RESEARCH, INNOVATION AND CREATIVITY

THEME 03

Beyond the quality of its research and discoveries that flow into the economy, its contribution to produce skilled workforces, the University of Bordeaux intends to be a direct asset to support innovative businesses to create new products and services, or new industries to emerge. Our potential of knowledge transfer and continuous education may benefits areas as diverse as aerospace, technology for health, bio-technology, energy, agriculture, creative industries, business services, computer services and, of course, education. Our international network is an opportunity for both skills development of professionals, or high tech companies to strengthen cooperation.

High-end innovation and training platforms linked with the best research, customized partnership programs or organization focusing on students and researchers creativity, and professional services are key for long-term cooperation with companies, allowing them to timely address new market opportunities or adapt to fast changing environments.

#6
OBJECTIVE

To build and maintain a position of leadership in dedicated domains while positioning ourselves as a key partner in a creative and innovative ecosystem.

We trust universities have a key role to play in the development of a strong and open ecosystem that is conducive to creativity and collaboration where researcher and students can work across programs, industries and the world towards finding creative and innovative solutions to address new markets, new technologies or global challenges.

Initiatives

- Strengthen and implement policies and processes that encourage and diversify opportunities for knowledge transfer out of high quality research

- Improve IT platforms and other core infrastructures necessary for research, creativity and innovation, and their opening for external partners

- Drive partnership programs focusing on diversified opportunities for cooperation between academics and industries, notably at the European level, and professional management of collaborative projects

- Encourage the participation of students in cooperation with industries and innovation projects through internship opportunities, dedicated environment such as FabLab, or creative design projects

- Promote ourselves as a powerful resource for building and establishing networks at the local, national, European and international level bringing together academics, companies and governmental bodies

- Enhance flexibility in the curriculum, staff and workforce to allow for professional and personal exchanges

- Promote career opportunities for Ph.D students in innovation

KEY IMPACT AREAS

- › The number of partnerships with businesses in consulting and project collaborations
- › Number of start-up businesses from the university's research and outreach

- › Revenue out of industrial cooperation and patent licensing
- › Staff exchanges between the university and partnering companies
- › Number of products and services brought to

the market including knowledge transfer from the university
- › Number of EU projects that combine cooperation between industry and academia

#7

OBJECTIVE

Foster intellectual, personal and professional development through continued and lifelong learning.
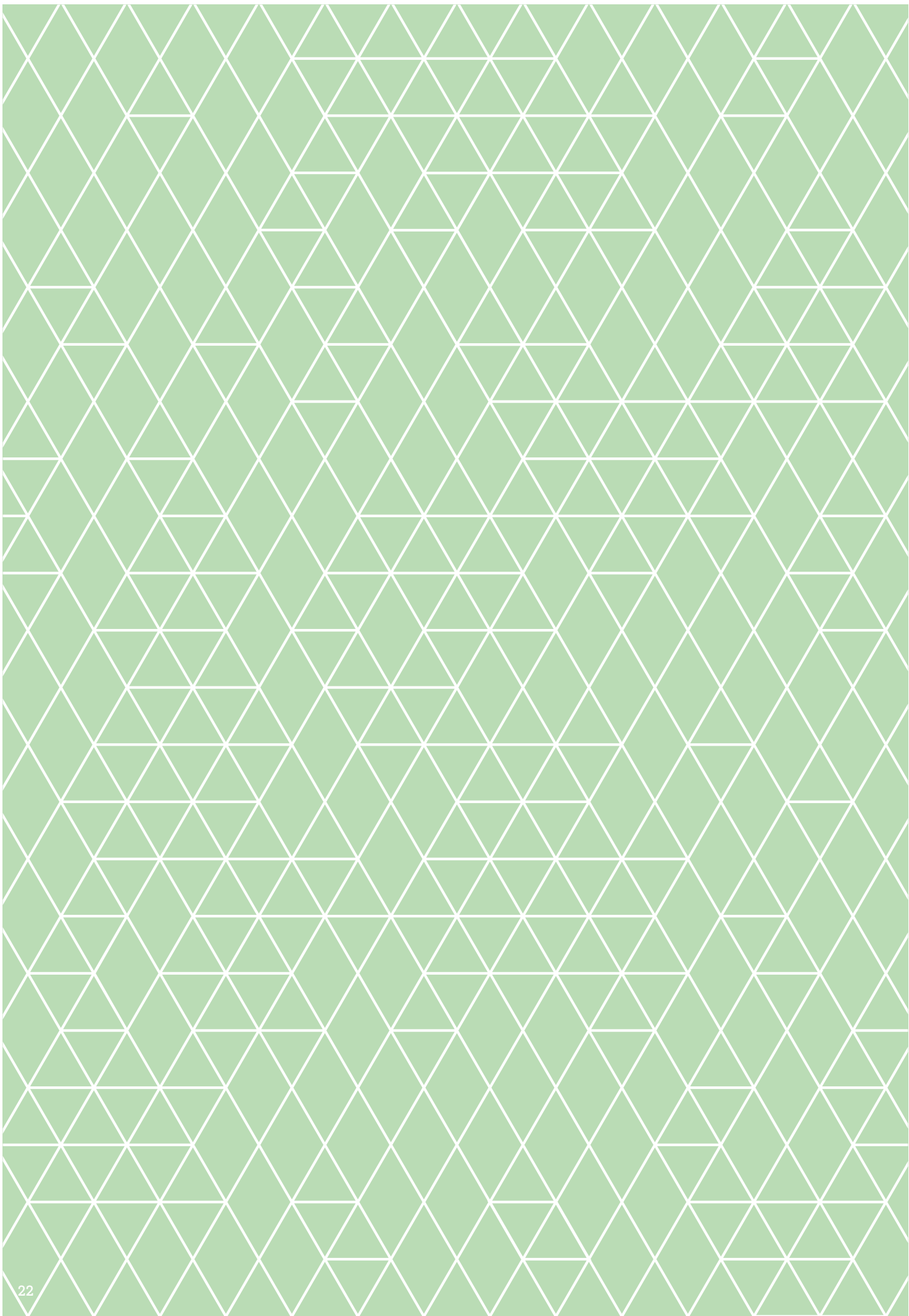
As a leader in research, creativity and innovation, it is important to expand our program to meet the needs of graduate and professional level students in order to encourage intellectual growth in specialized areas. By developing strong partnerships and strategic alliances with key industry actors, we can gain additional insights into the expectations and demands of industry that will allow us to anticipate the demands on expertise and competencies, then create and adapt our programs as the professional landscape evolves around us.

Initiatives

◆ Develop a "Brand" for lifelong learning

◆ Build a European leadership program for lifelong learning on specific domains within our areas of "excellence" (i.e. in the frame of EU programs such as Knowledge Innovation Communities or Strategic Partnerships)

◆ Promote extensive, world-class online learning opportunities on specialty areas addressing a diversity of students and professionals

◆ Develop Professional Development Programs opportunities and summer schools offer, covering a wide range of skills training for undergraduate students graduate students and professionals

◆ Strengthen relationships with the regional entrepreneurial community to develop new provision of lifelong learning

◆ Build on experience acquired through continuing education to improve academic programs and better address the needs of the professional community

KEY IMPACT AREAS

› Leadership on European alliances for specialist training in fields of interest

› The creation of new portfolios that address the needs of professionals for lifelong learning

› Number of industrial partners involved in the continuous improvement of academic programs

› Number of students In lifelong learning programs

INSTITUTIONAL EFFECTIVENESS

The success of research-driven universities relies heavily on their level of autonomy, the talents of the university and the ability to support and develop their initiatives. This ability is determined by how well the university is able to identify and meet all of the demands from the different entities within the university structure and community.

Institutional effectiveness is the responsibility of the university in order to ensure that the investment made by the government is used to contribute positively to the development and well-being of society; it is a continuous process that oversees the improvement and development of all aspects within the university as well as within the partnerships and exchanges within the communities connected to the university.

To adopt an economic policy that enables a sustainable and autonomous university to grow and adapt to the current and future needs of higher-education.

To realize the vision of being recognized as a leader in cutting-edge research and education, we need to optimize existing resources and increase external incomes by expanding beyond traditional sources of revenue.

Initiatives

- Develop a high-value diversified revenue base to support the growth and development of our activities

- Develop and implement policies to retain high-value, intellectual and diversified faculty.

- Increase levels of productivity, interaction, proactivity, and overall levels of satisfaction.

- Establish a Project Management Office (PMO) to support the delivery of high-value projects with greater levels of success, lower cost, and a reduced level of risk.

- To adopt sustainable practices/ processes to make more efficient use of resources while enhancing our environmental performances.

- Establish a process for identifying programs and projects of value and viability.

- Invest in regular evaluations of the distribution of funds to ensure that resource alignment is consistent with university goals.

KEY IMPACT AREAS

- › Accurately defined investment calculations (i.e. ROI for initiatives, programs, products, etc.) that can be used for making decisions on fund distribution

- › Distribution of incoming revenue
- › Number of sources of revenue
- › Number of partnerships and the catalyst for those partnerships

- › University of Bordeaux financial report
- › Completion rates for projects

#9
OBJECTIVE

To establish high quality governance and management practices for the overall university structure that aligns with the mission and values of the university.

In order for the faculty to maintain their independence in pursing research, there needs to be clear leadership and governance that builds a cohesive community in which everyone and everything is working together to achieve a common goal. The goal is to create and sustain a university community that is diverse, inclusive and equitable.

Initiatives

- To ensure effective communication and ownership of vision and objectives at all levels.

- Develop and integrate processes offer continual assessment of the effectiveness of policies and practices.

- Invest in regular evaluations of academic disciplines, programs and centers to ensure that resource alignment is consistent with university goals.

- To develop a coherent, efficient and professional administration that is fully dedicated to the successful implementation of the strategy.

- Leverage expertise within university to formulate policies that work for everyone.

- Create and enhance spaces to promote and encourage creativity and innovation.

- Define and implement clear policies or mechanisms for assessing and managing the performance levels of activities and their alignment with the university strategy through benchmarking.

- Foster an exciting intellectual environment by creating opportunities for dialogue, engagement and team work that encourages everyone to work towards the same goal.

- Integrate ways for faculty to focus their time on productivity in their core areas of activity.

- Remove administrative barriers that hinder or discourage entrepreneurial innovation.

- Improve day-to-day communication throughout university.

- To be a key actor in the EU and international networks of influence such as the EUA and EAIE.

KEY IMPACT AREAS

- › Accurate investment calculations (i.e. ROI for initiatives, programs, products, etc.)
- › Employees satisfaction levels

- › Faculty/staff engagement levels
- › Global understanding of Vision
- › Optimizing the institutional organization

- to support the strategic initiatives
- › Increase of staff mobility (with international or industrial partners)

Internationalization

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Digital Environment

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Urban Campuses

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Talent management

PRIORITIES

There have been four overreaching priorities identified in this plan. The priorities are seamlessly integrated across all of the identified themes and are used to ensure that the objectives and initiatives identified align the university with the strategy.

INTERNATIONALIZATION

Adopting a comprehensive approach to internationalization, we aim at upscaling the global profile of the university, improving the overall performance of all is activities: research, education, innovation and administration.

Through a distinctive way of being international, taking full advantage of our cultural heritage including a renewed vison of francophonie, we will focus on

◆ Developing the internationalization @home

◆ Strengthening networks supporting the overall strategy of the university

◆ Developing our presence abroad

Investments

◆ Build language skills across campuses and define a clearly defined language policy for students and staff

◆ Develop a multicultural learning environment for all students (incoming, outgoing and at home)

◆ Define clear recruitment policies across all levels

◆ International presence and promotion of existing and new activities

◆ Strengthen programs and services to develop international activities and welcoming international students, researchers and staff

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DIGITAL ENVIRONMENT

To integrate and leverage digital learning technologies across programs and services to empower students, faculty and staff to engage in the learning and teaching process more completely while facilitating the accessing of and dissemination of knowledge in order to enhance the learning experience.

Investments

◆ The development and enhancement of digital resources available for students, faculty and staff (i.e. options for "connectivity", collaboration and to facilitate the accessibility of resources and knowledge)

◆ To define, develop and implement new digital processes and tools to optimize day-to-day task/operations (i.e. student registrations, finance management, judicial services, administrative tasks, operational task, etc.)

◆ To developing and delivering an engaging and digitally enriched curriculum

◆ Increase focus on preparing students to becoming productive professionals in a digital economy

◆ Enhancing and expanding the structure of courses and programs

◆ The development of faculty and staff in how to use digital technologies in order to enhance the learning experience.

URBAN CAMPUSES

The location of our campuses is one of our many strengths; and while being located in the center of one of the most culturally rich and prestigious cities in Europe may offer many perks, we want to increase and strengthen our support for the continual development of a campus that is socially engaged with the territory and that serves as a resource for knowledge and innovation.

This priority will be achieved by turning the campuses into a living laboratory that demonstrates both the university's level of commitment and the wide range of expertise that is beneficial to the territory.

Investments

- Accessibility of university resources to territory
- Levels and forms of interaction
- Engagements leading to improvements within the community
- The use of practical experiences to enhance education

- Partnerships and exchanges with territory members
- Campus as living lab
- The development of Green Campuses (i.e. ecological development, access to bicycles, electrical cars, and socially responsible services)

TALENT MANAGEMENT

It is essential that we stay up-to-date with the competitive markets for talented faculty and staff in order to maintain and develop a talented and skill faculty/workforce that are vital to the success of our university.

The development and implementation of programs and policies that attract, develop and retain high-value faculty, staff and students is an important part of this plan that has significant impact on all of the themes.

Investments

- The development of continual performance and potential evaluations
- The increasing of the size and quality of faculty in strategically selected areas
- Increased funding for new faculty positions
- The integration of competency-based management
- Programs that develop the skills and competencies of faculty/staff members (professional development programs)
- Mechanisms or policies for rewarding and encouraging faculty with high potential

- Promote the social responsibility of the university regarding talent management with gender equality / ethnic equality / opportunities for disable persons
- Mentoring programs and opportunities for junior high potential staff and researchers
- Policies and programs to attract high potential staff and researchers from private sector or other countries
- Programs and policies that encourage and support international mobility