

Please note: the grades communicated hereunder summarize the jury's evaluation during the selection phase, and result from the thorough analysis of:

1. the amended project document;
2. the delta document;
3. the presentation and subsequent discussion during the hearings.

Hence, these grades are not directly comparable to those communicated after the last evaluation.

Evaluation summary			Grade
Strategies: research, education, openness and partnership	Research	1. Scientific power and intensity	A
		2. Quality and attainability of the scientific ambition	A
	Education	3. Attractivity and coherence of the teaching offer	B
		4. Education: ambition and innovation	A
	Openness and partnership	5. Economic partnerships, result exploitation and technology transfer	A
		6. International and European policy	B
Governance, steering and resources	Governance	7. Current governance	B
		8. Governance: transformation and structuration at the 4 and 10 year marks	B
	Steering	9. Quality of the roadmap, planning and associated milestones	A
		10. Effectiveness of the procedures and management	A
	Resources	11. Quality of the resource allocation system	B
		12. Ambition and dynamism of the human resource (HR) policy	B

Main positive points of the proposal:

- Strong scientific potential in a wide range of disciplines.
- UoL has begun recruitment of "research stars", with a welcome focus on the international level.
- Innovative features in the planned renewal of curriculum and pedagogical practices.
- New pathways for student mobility from the faculties to the *grandes écoles*.
- Well-developed linkages with industry and territorial authorities.
- Common brand spreading to the student community.
- Planned centralized steering mechanisms defining the academic strategy, allocating financial and HR resources, and guiding the quality system.

Main negative points of the proposal:

- Target University is still very fragmented and the proposed governance arrangements are not convincing.
- Insufficiently articulated relationship between components of the Target University and university leadership.
- Oversized executive committee (presidency).
- Notwithstanding recent progress, scientific achievements still not commensurate with recent and ongoing investment in building up the research capacity.
- Recruitment of star researchers still modest in scale.
- Efforts to implement the common signature have been insufficient.
- Internationalization strategy is weak and lacks ambition.
- Low spending on student activities.

Areas of improvement – necessary amendments:

Conditions (necessary but not sufficient):

The jury recommends selection as an IDEX, but exceptionally requests a review within two years to assess the following two conditions.

- Achieve a realistic governance model that effectively promotes the full integration of the various components of the target university (including a clear plan for rationalizing faculties and academic colleges, and for effectively integrating the engineering schools/*grandes écoles*) and empowers the presidency to make key decisions in terms of human resources policy and resource allocation (see annexe).
- Implement the common signature.

If the two minimal conditions are not met, the jury recommends stopping the project.

Recommendations:

- Accelerate progress on the university-wide HR policy.
- Invest strategically in new areas of research beyond existing PIA programs; attract top international researchers. Also demonstrate clear progress in the social sciences and humanities (for example, increased number of ERC).
- Develop and implement a strategy, action plan and clear incentives to promote multidisciplinary work across the selected three priority areas of scientific excellence.
- Develop and implement an ambitious, integrated internationalization strategy that also involves economic and territorial partners.
- Boost funding to promote campus life and related student activities.
- Design clear indicators and start tracking a sense of belonging by the academic community, including its students.

Global appreciation of the proposal

The University of Lyon has great scientific potential and covers a wide range of disciplines. The updated proposal is more ambitious and specific. One of its major strengths is the economic dynamism of the region and the close relations with the business community and territorial authorities. The proposal is based on a sound analysis of strengths, weaknesses, and goals. The leadership team has tried hard to address the previous comments of the jury and has introduced many improvements that are significant enough to justify the IDEX label recommended by the jury.

However, much still needs to be done to ensure effective implementation of the strategy and plans to boost the research performance of the University, and to significantly transform the focus and quality of the education programs. The pace of transformation appears to have accelerated somewhat but it remains woefully slow given the head start that Lyon had. The extent and strength of support from the academic community and the actual commitment of member institutions are a concern. Thus, the configuration and governance of the target university remain crucial bottlenecks, that makes a two-year review necessary.

Proposition of decision for the selection phase

Select as IDEX		
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Annexe

The following topics should be clearly documented:

- an outline proposal for statutes of the targeted “integrated” university (TU) that would enable its creation (within existing or suggested future legislation);
- a formal agreement of IDEX members, confirmed by signatures of their competent authorities, to build this integrated university.

These statutes and agreement need to:

- safeguard the adoption of a unified strategy for TU core missions,
- for the whole TU, define the presidential authority and responsibility regarding the global budget, resource allocation and staff recruitment,
- for each component of the TU endowed with a certain amount of autonomy and/or a “legal personality”, describe the TU President’s power of decision,
- specify which degrees and diplomas will be granted solely by the TU,
- ensure that the TU will fulfil conditions for international recognition (for example by the EUA, the U-multirank, the ARWU and Leiden ranking agencies).