

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

<i>Proposition of decision for the end of probationary period</i>
Extend for 1 year

<i>Global appreciation of the project and area for improvement</i>
<p>Overall, the IDEX funds have not served as a catalyst for institutional reform on a significant scale. The original IDEX plan has been put aside, and progress has been slow and piecemeal. Although the potential and the excellence of the individual members is great, the IDEX has not yet managed to capture and sum up that excellence, to create an integrated research university which can become visible internationally. Recent attempts (post-2015) to correct the trajectory have been positive, but are not convincing that the goal of the IDEX will be met.</p> <p>Therefore, the jury recommends extension of the probationary period for one year, by the end of which, the following topics will be clearly documented (if necessary within a modified IDEX perimeter):</p> <ul style="list-style-type: none"> - An outline proposal for statutes of the targeted “integrated” university 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. <p>These statutes and agreement need to:</p> <ul style="list-style-type: none"> - ensure the adoption of a unified strategy for University core missions, - define the presidential authority and responsibility regarding budget and resource allocation and staff recruitment, - specify which degrees and diplomas will be issued by the target university, - ensure that the target university will fulfil conditions for international recognition (for example by the EUA, the U-multirank, the ARWU and Leiden ranking agencies). <p>These commitments will be evaluated.</p>

Evaluation summary

1. Research excellence	
Grade justification	Areas of improvement – necessary amendment
<p>PSL gathers very good quality institutions with an impressive record of achievements. Yet, the IDEX programme has so far failed to transform PSL into a world recognized research institution.</p>	<p>Partners should work to better define a common research strategy, with an emphasis on inter-institutional and trans-disciplinary work.</p> <p>Proceed with the creation of planned institutes, as well as with the swift implementation of a common signature policy.</p>
2. Teaching excellence	
Grade justification	Areas of improvement – necessary amendment
<p>Pioneering, innovative undergraduate programmes offer talented/ selected students a rich alternative to 'classes preparatoires';</p> <p>Undergraduates introduced early into research practice;</p> <p>Novel interdisciplinary / multidisciplinary programmes, some of which incorporate research and artistic practice;</p> <p>Appointment of a Dean of Teaching and of a Teaching Council;</p> <p>Extensive on-line availability of lectures/ presentations (16 M hits on members' websites in 2015);</p> <p>Involvement of senior academic staff in teaching;</p> <p>Excellent staff:student ratios, small group teaching.</p>	<p>Strengthen integration of teaching offers across components to avoid current fragmentation;</p> <p>Some proposals could be brought forward: restructuring of undergraduate degree; uploading of 2k hours of AV teaching (planned for uploading in 2016-18);</p> <p>establishment of proposed Centre of Teaching and Research Excellence, major-minor system of options;</p> <p>Develop plans for common student evaluation procedures;</p>
3. Innovation	
Grade justification	Areas of improvement – necessary amendment
<p>Significant increase in the number of patent filings and start ups created. Mutualisation of the ESPCI patent office, capitalising on ESPCI's acknowledged experience in technology transfer and patent management. Creation of a student entrepreneurship programme. Existence of a valorization committee to advise the president and the board of PSL on technology and knowledge transfer.</p>	<p>It is especially important to develop an innovation spirit and technology transfer competences in every component area of the University.</p>
4. Target university	
Grade justification	Areas of improvement – necessary amendment
<p>Off to a slow start in defining and implementing its Target University, the initiative has gained momentum in the last 9 months or so, particularly through using a model of leadership where both "bottom up" and "top down" approaches have brought partners together and created a stronger sense of direction and commitment towards a shared future. While momentum has been built, much remains to be done, including more clearly defining the desired model of their Target University. At the moment, the model appears to be still at the level of broad principles.</p>	<p>Defining a clearer model for their Target University and getting support from the different "willing partners".</p>
5. Campus and student life	
Grade justification	Areas of improvement – necessary amendment
<p>A number of concrete measures have been taken to enhance campus and student life. Student initiatives for culture and sports are supported. A symphonic Orchestra and Choir have been founded. The PSL logo appears on student cards and a single multiservice card is being developed. The PSL Alumni has been set up and common university degree ceremonies are being planned. There is an ambitious Real Estate Plan. Efforts are underway to improve services for international students.</p> <p>The sense of belonging of students has been evaluated and found to be "very satisfactory" but no data are</p>	<p>Develop Key Performance Indicators for the assessment of the quality of Campus and student life including for the sense of belonging of students.</p>

presented. The number of "true PSL students" is still marginal.	
6. International visibility	
Grade justification	Areas of improvement – necessary amendment
<p>There has been considerable success in managing the difficult compromise between building on the strengths of research institutions with already high international presence and developing a common international strategy based on the new PSL brand: campuses of Paris Dauphine have been established in London and Tunisia, whereas other instruments are already administered under the common brand: partnerships with global academic players such as UCL, Cambridge and the National University of Taiwan have been developed, PSL mobility grants are used to attract international students and scholars, dedicated staff members provide support for applications to European funding agencies, generous funding is available for student and staff mobility, and instruction in French as a foreign language is provided in common. Selection processes are effective and directed by dedicated academic committees.</p>	<p>While many of the institutions composing PSL already enjoy very high international visibility, the branding of the IDEX as a whole, e.g. for the purpose of rankings, is still underdeveloped. Efforts to develop the common PSL brand should be continued, especially by supporting a central administration of international activities and by attracting students at the Masters' level.</p>
7. HR policy	
Grade justification	Areas of improvement – necessary amendment
<p>PSL does not have a common policy for HR in all of their components. They have not used the recently created Comue to fast track a common HR process as indicated in the original proposal.</p> <p>The Excellence Chairs call for proposals was launched, and the Young Teams action started looking to build teams of doctoral and post-doctoral students. A Structuring Research call for proposals allowed PSL to finance post-doctoral contracts. At the PhD level, the Doctoral College coordinates the allocation of contracts to the doctoral programs, with selection based on call for proposals. IDEX has enabled an ambitious recruitment of world class researchers.</p>	<p>Exploit the full potential of the law in designing and implementing new mechanisms to attract and retain top talent.</p> <p>Accelerate the elaboration and deployment of the Talent Management Strategy, planned for 2017.</p>
8. Partnerships (academic, NROs, business)	
Grade justification	Areas of improvement – necessary amendment
<p>The socioeconomic-partners are in key governing bodies with high-level representatives and there are many business partnerships, but still a high potential for new partnerships. There is a positive investment by key partners in the IDEX.</p> <p>PSL has numerous initiatives in the cultural world.</p>	<p>While external partners are included in governing bodies, PSL members still function largely in an autonomous way and the partners mainly interact with the individual institutions.</p> <p>There is a need to better coordinate fund raising priorities, which has already been recognized by the IDEX members.</p>
9. Governance and project management	
Grade justification	Areas of improvement – necessary amendment
<p>There are clear signs that support for the IDEX has been well used, as demonstrated by concrete and innovative initiatives, particularly in the research and teaching areas. Mechanisms have been put in place for the effective management of the IDEX project and resources. The model used currently of leaving many of the decisions in the member institutions while putting in the IDEX presidency full authority over IDEX funding, to be used as a catalyst for creating greater synergy and a sense of common purpose among the members, has helped them evolve. The unanimity rule for Board decision-making has been relaxed, which is positive.</p>	<p>Achieving greater clarity regarding the Target University should include developing a better articulated governance model and processes. Making explicit the principles and values that form the basis of the governance model would be constructive step to take.</p>