STRATEGIC ORIENTATIONS

TARGET UNIVERSITY AND ROAD MAP
Since 2017, with a significant scientific concentration in the fields of agriculture, the environment and health in Montpellier, the I-SITE MUSE project has brought together a consortium of higher education and research establishments, research organizations, and health facilities in order to carry out a shared project in higher education and research, and particularly to address three major and interdependent challenges, namely:

1. Promoting an innovative agriculture to contribute to food security and environmental quality;
2. Fostering a transition towards an environmentally-friendly society;
3. Improving human health in changing environments.

These challenges are referred to as «Feed, Protect, Care». To address these challenges, the University of Montpellier and its partners seek to create a thematic research-intensive university that will be internationally recognized for its impact in the fields of agriculture, environment and health, hereinafter referred to as the Target University.

Within the framework of this project, partners share a collective vision and target the following goals in the areas of research, education, innovation and promotion:

- Perform research at the highest national and global level and promote cross-disciplinarity; aim for a dual ambition of academic excellence and frontier research while meeting the needs of society, particularly to face the challenges at the heart of the MUSE project disciplines and their interfaces;
- Enrich master’s and doctoral educational programs in a global vision and ambition, to train French and international students at the highest level in the fields of the Target University, using new tools, pedagogical methods and innovative teaching processes;
- Connect students to the business world by deploying training modules and schemes focused on discovery, comprehension of business mechanisms and challenges and support for the emergence of student initiatives related to entrepreneurship. This also implies greater involvement of companies in the orientation and governance of education;
- Promote students’ entrepreneurial spirit to encourage them to act as true players of campus life in a social and solidarity-based approach; support joint student initiatives in order to strengthen the sense of belonging to the “Montpellier University of Excellence” community;
- Undertaking actions that promote the value of research carried out in laboratories, particularly by encouraging the development, strengthening and perpetuation of partnerships with the business world (start-ups, regional companies or large groups);
- Strengthening the site’s scientific attractiveness and international exposure by establishing collaborations with strategic partners in the North and in the South, starting with a “Southern countries”-focused international cooperation and by deploying schemes likely to attract high potential scientists.

Therefore, in the coming years, the Target University will be able to offer a conducive framework for joint and transversal actions and join forces with its partners to make them the stakeholders of a shared strategy that is consistent with the vision of a research-intensive university.

In the I-SITE MUSE project selected by the jury early 2017, the partners had made several commitments, among which: common signature for scientific publications, promotion of the "Université de Montpellier brand", awarding of L, M and D degrees by University of Montpellier and, more generally, creation of a target university in 2021.

University of Montpellier is the I-SITE project coordinator and the backbone of the target university; it is the result of the successful merger of two universities (Montpellier 1 and 2) in 2015; this merge induced major transformations and the stabilization of the establishment (in terms of structure, processes, and more) is still very recent.

At the time of selection in 2017, the international jury had issued two mandatory conditions to the continuation of the project, whose compliance is the object of a midterm assessment, namely: signature of publications under the "Université de Montpellier" brand and the development of a target university model, validated by all institutions.

Several considerations and recommendations supplemented these two conditions: demonstration of the research organizations’ strong participation; integration of health facilities—implementation of a concerted international strategy, especially with IRD and CRAD; alignment with the project’s proposed scientific scope, and more.

In 2017, in order to implement the project, University of Montpellier set up the MUSE University Foundation along with a project governance instrument: the "MUSE Board", comprised of 10 representatives of the project’s members and chaired by UM president. Five companies, which support the project since its conception, participate in the Management Board of this university Foundation.

The initial consortium was comprised of 19 members; this number is brought down to 16. Indeed, JMT Mines Als and ENSAM opt out of the consortium; Irista and INRA are in the process of merging.

At the beginning of 2020, an Etablissement Agronomique de France (EAF or NSA in English) will be created. It will result from the merger of several French agronomy schools, among which the current Montpellier SupAgro, which will be created as "internal school" of that establishment; this "internal school" will lack moral and legal personality.

The legislative and regulatory framework itself evolved, especially through the promulgation of the Ordinance of 12 December 2018, which paves the way for creating experimental institutions; more particularly, this Ordinance includes a provision called "component establishment" making the integration of an establishment within another establishment possible while at the same time preserving the moral and legal personality of the former.

Willingness to set up Intermediate Structures even before the target institution is created, in an effort to demonstrate that transformation is underway; this implementation initially began with Research Departments at the Muse Foundation level.

The road map is based on the following elements:

**Adjustments since February 2017**

The initial consortium was comprised of 19 members; this number is brought down to 16. Indeed, JMT Mines Als and ENSAM opt out of the consortium; Irista and INRA are in the process of merging.

At the beginning of 2020, an Etablissement Agronomique de France (EAF or NSA in English) will be created. It will result from the merger of several French agronomy schools, among which the current Montpellier SupAgro, which will be created as "internal school" of that establishment; this "internal school" will lack moral and legal personality.

The legislative and regulatory framework itself evolved, especially through the promulgation of the Ordinance of 12 December 2018, which paves the way for creating experimental institutions; more particularly, this Ordinance includes a provision called "component establishment" making the integration of an establishment within another establishment possible while at the same time preserving the moral and legal personality of the former.

**Initiated structuration since 2017**

Willingness to set up Intermediate Structures even before the target institution is created, in an effort to demonstrate that transformation is underway; this implementation initially began with Research Departments at the Muse Foundation level.

**Two key milestones**

- End of MUSE probationary period: April 2021
- Estimated "4-year" assessment of MUSE: September 2021
The Target University will keep the name of «Université de Montpellier» and will be a scientific, cultural and professional public institution (EPSCP) of experimental nature, considering the integration of a component establishment (ENSCM) and the evolution of its governing bodies, in line with the possibilities presented by Ordinance No. 2018-1131 of 12 December 2018. Article 10 of the Ordinance states that "The Administration Board (…) shall comprise at least 40 % elected representatives of staff and users, as well as outside personalities". It should be reminded that the MUSE Foundation was created on a temporary basis, during the ISITE probationary period, in order to monitor funding and carry out the actions implemented by ISITE. Once I-SITE is perpetuated, maintaining the existence of the Foundation will no longer be necessary as it would complicate the establishment's organization.

### Administration Board

At the same time, in order to ensure proper integration of the main institutions that currently participate in the MUSE Foundation Management Board, it is necessary to provide the target university with an Administration Board that is comprised of representatives of the main entities participating in ISITE as qualified personalities, alongside a significant number of elected representatives.

The Target University Administration Board will be comprised of 36 members:

<table>
<thead>
<tr>
<th>24 ELECTED REPRESENTATIVES</th>
<th>12 QUALIFIED PERSONALITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 Research-Professors</td>
<td>6 Representatives of key partners:</td>
</tr>
<tr>
<td>(E-C or equivalent: 7 A – 7 B)</td>
<td>CNRS / Grad / Inra / IRD / CHU-M / Inserm</td>
</tr>
<tr>
<td>5 Users</td>
<td>2 Representatives of local authorities:</td>
</tr>
<tr>
<td>5 Administrative and Technical staff (IATS)</td>
<td>Region / Montpellier Metropole</td>
</tr>
<tr>
<td></td>
<td>4 Representatives of companies:</td>
</tr>
<tr>
<td></td>
<td>Horiba / BPS / BRL / Invivo</td>
</tr>
</tbody>
</table>

The Administration Board will also be comprised of permanent guest members in an advisory capacity, such as ENSCM Director and a representative of the future EAF (or NSA in English).

Notas

1. The institution will have an Academic Council, whose composition, prerogatives and operating mode will be identical to those currently in force at the University of Montpellier, with the addition of ENSCM Director, or his representative, in an advisory capacity.

### Committee for Strategic & Structuring Investments (CSSI or ComISS in French)

The Administration Board will also be comprised of permanent guest members in an advisory capacity, such as ENSCM Director and a representative of the future EAF (or NSA in English).

With its partners, the target University will set up a Committee for Strategic & Structuring Investments (CSSI or ComISS in French) by agreement to define and coordinate - within the framework of a shared strategy and the institutional perimeter constituted by all the I-SITE stakeholders - the common objectives relative to the deployment of Investment for the Future Programs (PIA) resulting measures, collective choices in terms of scientific and property investment policy and response to calls for structural projects of all kinds (e.g. CPER, large-scale European projects, etc.). The CSSI will also be consulted regarding recruitment policy at the Montpellier site from a concerted research and education development perspective. It will ensure successful implementation of the shared-strategy and actions defined jointly by the University and its partners. It will be comprised of a representative of the main institutions that contribute to the MUSE project. At operational and administrative level, this Committee will be supported by a Strategic & Structuring Investments Mission (MSSI), placed under the authority of the University president, that will support and accompany project leaders in carrying out their projects.

### Council of Directors

In its by-laws, it will provide for the creation of a commission: the Graduate Division (see Section 3 for more details), whose purpose will be to ensure the link between research and education at institutional level.

### International Advisory Board

In its by-laws, the target university will provide for an International Advisory Board (IAB), comprised of scientific executives from its key international partners and business representatives: the IAB will analyze the target university’s transformation approach and provide advice. Outside of a legal framework, this IAB has already been implemented in the MUSE Foundation and held its first meeting in March 2019, under the chairmanship of Louise Fresco, Wageningen University & Research president.
Research departments are intended to ensure actions for each of the consortium’s wide scientific sectors over 6 main areas: leadership, communication, strategy and scientific foresight; partnership collaborations and research structuring; international reach; contribution to the Education-Research interface; interface with university governance; participation in employment policy and career management. The scope of action in these areas may vary according to disparities between the relevant communities.

Each research department brings together laboratories from MUSE partners; these laboratories are linked to the department on a primary or on a secondary basis. Every partners’ laboratory is comprised in at least one research department.

Research departments are consulted, especially during the evaluation of research actions developed within the consortium.

They include a mechanism (which may spring from a subgroup of participants in the research department) that allows all scientific communities to formulate opinions on UM-specific human resources issues. This latter role remains the prerogative of UM Scientific Departments until December 2021.

Research departments do not challenge the existence, scope or prerogatives of research units.

To date, Research departments have been created as structures of the MUSE Foundation and their directors have been appointed by the Foundation’s Board.

Collegiums are intended to facilitate synergy between educational entities in major sectors of academic training (e.g. pooling of technical platforms; dissemination of innovative educational initiatives; joint international actions; and more) and to strengthen the clarity and legibility of the entire educational offering of the University of Montpellier and its partners.

Collegiums do not question the existence, scope or prerogatives of Research and Education Units (UFRs), institutes, schools or component establishments.

Structuring work has begun and Collegiums will first be created as part of the MUSE Foundation.

The Graduate Division is comprised of representatives from Collegiums (8), Research Departments (5) and Doctoral Schools (6) and is co-facilitated by the University’s Vice president for Research and Vice president for Education and student life.

It is particularly intended to ensure the good quality of the link between M and D educational levels, to promote good practices at both levels for all disciplinary fields (in anticipation of a possible “Ecole Universitaire de Recherche” scheme of the Investment for the Future Program). It shall take the form of a commission.
Validation of commitments before the governing bodies

- Validation by UM Administration Board of the roadmap and future statutory amendments.
- Validation by UM Administration Board of the prefiguration agreement between UM and Montpellier SupAgro.
- Validation by UM Administration Board of the association agreement between UM and ENSCM.
- Reconfiguration of MUSE Consortium after ENSAM and IMT Mines Alès’ decision to opt out.
- Creation of Research Departments (in MUSE Foundation).

Reconfiguration of MUSE Consortium after ENSAM and IMT Mines Alès’ decision to opt out.

Creation of Research Departments (in MUSE Foundation).

Possible creation of EAF

Creation of Collegiums and of the Graduate Division (in MUSE)

Implementation of Intermediate Structures within the MUSE Foundation and adjustment of their operating mode

Administrative and legal steps:
- Elaboration of the Target University’s detailed statutes
- Preparation of the Decree
- Elaboration of electoral lists

TIMELINE

JUNE 2019

- Creation of Research Departments (in MUSE Foundation).

SEP 2019

- Presentation before the jury for the "2-year" evaluation

Dec 2019

- Creation of Collegiums and of the Graduate Division (in MUSE)

JAN 2020

- Possible creation of EAF

JULY 2020

- Approval of the by-laws by UM Administration Board and the future component establishment

AUG 2020

- Presentation before the CNESER

SEP 2020

- Election of the target university Administration Board

DEC 2020

- New Administration Board, including MUSE main members.
- ENSCM becomes a component establishment.
- Termination of MUSE’s University Foundation
- Formal implementation of Intermediate Structures within UM.
- Termination of UM Scientific Departments.

JULY 2021

- Approval of the by-laws by UM Administration Board and the future component establishment

AUG 2021

- Publication of the decree

SEP 2021

- Presentation before the CNESER

NOV 2021

- Election of the target university Administration Board
- Presentation before the jury for the "4-year" evaluation