End-of-Probationary-Period

EVALUATION REPORT

MONTPELLIER UNIVERSITÉ D'EXCELLENCE

MUSE

MONTPELLIER UNIVERSITÉ D'EXCELLENCE

Full title of the IDEX/ISITE	MONTPELLIER UNIVERSITY OF EXCELLENCE - MUSE -
Key words	FEED – CARE – PROTECT NORTH&SOUTH INTERNATIONAL COOPERATION
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SUMMARY

The aim of the MUSE project was to **create in Montpellier a research university** capable of integrating its key partners into a renewed organization, in order to deploy a **common approach with a view to international recognition,** particularly around **three global challenges**: food security, respect for the environment and improved human health.

Built upon a positive dynamic among academic communities, this project started barely two years after the creation of the University of Montpellier (UM), which resulted itself from the merger of two universities. As MUSE leading institution, **University of Montpellier was able to carry out this merger** and, at the same time, **further transform itself** by modifying its statutes into an "experimental institution" format that allows it to open up to its partners:

1. its academic partners ENSCM and Institut Agro-Montpellier SupAgro, whose students are also enrolled at the University and whose diplomas bear the signature of the UM President. Institut Agro, a national institution, is linked to the University by an agreement that guarantees the school's contribution to the University's project and the realization of its ambitions. ENSCM was able to go further and become a "component establishment" with a very high level of integration. Both schools will be integrated into the "Collegiums" provided for in the new statutes, alongside the University's own education components.

2. its research partners who see all their research teams integrated into the "Research Poles", also provided for in the statutes of the experimental establishment.

For a fully effective integration of partners, the transformation of the University goes beyond establishing structures - collegiums, poles and graduate division that make collective work possible. **The University's governance bodies are also transformed**: the balance between elected and appointed members is modified so that **the new Board of Administration can accommodate MUSE's six most important partners**: CIRAD, CNRS, INRAE, INSERM, IRD, and CHU de Montpellier. In addition, all partners currently involved in the MUSE consortium will meet in a body created by the statutory transformation, where they will develop structuring and strategic initiatives within the framework of the ISITE, of other PIA-funded schemes, or schemes that justify collective reflection (CPER, regional initiatives, and more).

By deploying the MUSE project, the University and its partners were able to define and implement clear strategies for their key missions. Those include:

- **Boosting multidisciplinary research** in all three fields that are the backbone of the project, by promoting projects that bring together teams with complementary profiles, and thus contributing to building a sense of belonging to one community.

- **Making pedagogical innovation the driving force behind the transformation of current and future training programs**, by creating a Support Center for Pedagogical Innovation that will become a new and permanent department of the University as of January 2022.

- **Providing opportunities for companies and research teams to conduct long-term collabora-tive research** by supporting laboratories that host companies on campus and by aligning the practices of consortium members' administrative support departments.

- **Establishing fruitful collaborations** with a selected set of international partners and facilitating exchanges with them, **based on a balanced vision between the North and the South**.

These strategies were defined by a streamlined governance led by the UM. They were later implemented thanks to a transparent resource allocation system via calls-for-projects, based on excellence and mostly dedicated to MUSE's three key challenges. In under five years, this policy has yielded the following results, often going beyond initial expectations:

- **Attractiveness towards students has increased**: +10% enrolled students and +10% enrolled PhD students, compared to the national trend of -5%.

- **The business world's interest in the consortium's research activities is up**: the number of companies hosted on campus has doubled since 2017.

- **The University of Montpellier has gained a central place in its territory**: Med Vallée", the Montpellier Metropolis flagship project is based on key issues identical to those of the University of Montpellier, and the Region entrusts the University with several key challenges.

- **Access to European Research & Higher Education Area has clearly increased**: +25% in terms of European funding; participation in one of the first round of selected European university projects, namely the CharmEU alliance, and the creation of the 1st European Joint Master Degree delivered as a single diploma by 5 universities in 5 countries.

- **International reputation has reached remarkable levels**: the University of Montpellier is currently in **ARWU Top200** (compared to its place in the 300-350th range of 2016), and in **GRAS Top100 in 8 Muse-related subjects** (Ecology, Agricultural Sciences, Biotechnology, Food Science, Earth Sciences, Oceanography, Remote Sensing, Water Resources); **international co-publication** rate has **increased from 54% to 65%**; the number of **ERC & IUF grantees** has been **multiplied by 3** (5 in 2017; 15 in 2020); **UNESCO** approved the creation of a Water International Center; **UM** will be **at the heart of the next Africa-France Summit**.

The "experimental establishment" will be created at the beginning of the 2021-2022 academic year; it will immediately proceed with the election of its new councils and presidential team and **will be operational by January 2022**. The University will continue to evolve within a transformed framework: **the now well-mastered and mature mechanisms** implemented by MUSE **will be transferred to the University's departments,** which will get strengthened; **actions that are still at developing stage**, such as the new PIA programs, **will be coordinated and kept in coherence with MUSE by a Mission**, placed under the authority of the University Presidency.

The challenges that remain, such as closer links with university hospitals or better internationalization of training programs in line with the global influence of research, **and future major strategic decisions**, such as the post-Labex scientific orientation or the construction of a fund-raising mechanism, **are all opportunities to pool the energies** of a united consortium **in order to achieve our long-term ambition: to make Montpellier**, thanks to its University and its eco-system, **one of the European capitals of agro-environment, health and well-being**, and a portal for scientific issues concerning the countries of the South. The steps already taken, the results obtained, which often exceed initial expectations, and the perfect coherence between MUSE and the flagship actions that are starting up (SFRI UMGS, IDéES UM2030, Metropolis and Regional Initiatives) are all guarantees that give credit to this ambition.

1. ACHIEVEMENTS

1.1 TAKING INTO ACCOUNT THE JURY'S RECOMMENDATIONS

Jury's recommendation	Response given	Any commitment(s)
A detailed model of target university	Completed by mid-term assessment (jury's opinion: "Credible statements of intent included and signed").	Road-Map
Finalize "the publication signature charter" and have this respected by all staff	- Each institution sent official instructions to their staff regarding the publication signature charter - Implementation of budgetary incentives to comply with the charter - Information meetings with research units' management & staff	
Develop the three focus areas into a strong cluster	All actions have been developed in the three focus areas, with an emphasis on cross-cutting activities within the "Research Projects" Calls-for-Proposals	
Integrate social sciences into the research cluster	- Research projects with a social sciences component received bonuses at selection process - A social sciences-focused "Key Initiative MUSE" was created - An Advanced Knowledge Institute that feeds into social and public debate was created	
Describe the resources based on firm commitments from NRO	NROs' long-term commitment to UM's success is illustrated via the integration of Research Units in UM's Research Poles, representing 4,000 permanent staff.	
Define a strong international relationship with IRD and Cirad	MUSE unified international strategy was built on 3 pillars: consistency with the scientific vision; connections in both Northern and Southern countries; consistency with the networks of institutions dedicated to international activities, especially Cirad and IRD.	
Design clear indicators and start tracking a sense of belonging	- Number of readers of MUSE and UM newsletters - Number of subscribers to MUSE and UM twitter accounts - Number of participants in student projects	

We expect finalization of statutes and legal arrangements before the next review	- Target University statutes were approved by UM Board and ENSCM board in June 2021 - Decree expected for September 2021 - UM elections: November 2021	New statutes for UM and ENSCM
School of agronomy should adopt a convention	An agreement was approved by both Institut Agro board and UM board	New Institut Agro / UM agreement
The creation of the national school of agronomy will serve the ambition of the overall UM project.	The agreement demonstrates Institut Agro's commitment: signature of all diplomas by UM President, compliance with the signature charter, visibility in international rankings, participation in UM's internal structuring bodies, and more.	
ENSCM budget to be approved by UM board	This change has been included in the Target University statutes	
Dual appointments should be encouraged between ENSCM & UM	No "Dual-appointment" process, but according to ENSCM and UM statutes, the entire ENSCM employment campaign has to be approved by UM board, guaranteeing the overall consistency of recruitments	
The size and composition of the Board of Administration needs to be reviewed	No change in size. However, after exchanging with the jury during the mid-term assessment, changes in the composition were introduced and 4 seats assigned to business representatives	

1.2 CHANGES IN THE PROJECT AT THE TIME OF GRANT AGREEMENT PREPARATION

The main differences in the project between the file submission stage and the grant award agreement are due to the amount of financial resources allocated to the project.

Indeed, the initial proposal was build and based on annual requested funding of €23.5M. The grant is for €17.0M of funding, €6.5M of which are directly allocated to pre-existing PIA-Labex projects. As a result, **the share of the grant directly allocated to I-SITE projects is €10.5M, representing 62% of the requested support.** All lines of action have been impacted by this reduction. Moreover, as far as the creation of "internal labex" and "internal convergence institutes" is concerned, it has been decided to merge these two actions into a single one that can combine research and links with the territory: the Key Initiatives MUSE.

1.3 STRUCTURING AND GOVERNANCE

1.3.1) Constitution and structuring of the "Target University"

Has the "Target University" been created or is it in the process of being created?

The Target University is in the process of being created: its statutes have been approved by the University board; after an analysis carried out by the CNESER in July, a Decree is expected for the **official creation** of the Experimental Public Establishment (EPE) in **September 2021.** These approved statutes provide for the integration of ENSCM as a “component establishment”; this integration was also approved by the ENSCM Board. Elections for the EPE boards will take place in November 2021 and the EPE will become fully operational on January 1st, 2022.

The 2017-2019 period was devoted to drafting the roadmap which was approved by UM Administration Board in July 2019. At that time, all MUSE partners had already given their formal approval and sent their written agreement.

During this first integration phase, two Association Agreements were signed between UM and ENSCM (preparing the integration of ENSCM as “component establishment”) and UM and Montpellier SupAgro (preparing the agreement between UM and Institut Agro after the French Government decided to create a national Institut Agro encompassing Montpellier SupAgro and other Agronomy Schools in France).

In the 2020-2021 period, the statutes of the Target University were written and presented in details to all UM, ENSCM and Institut Agro boards, committees and communities.

Moreover, an Association Agreement between UM and the Institut Agro was approved by their respective Administration Boards in June 2021.

What institutional changes have taken place over the 4 years?

The Target University holds the status of an "experimental EPSCP", according to the Ordinance of December 12, 2018, which was mobilized to:

- Integrate ENSCM as a “component establishment”.
- Modify the UM Board composition in order to offer Administrator seats to representatives of UM’s major partners: CNRS, IRD, INRAE, CIRAD, INSERM, CHU-Montpellier. To achieve this, the board composition remains at 36 members, but the number of elected members drops from 28 to 24.
- Create a new Committee dedicated to structuring & strategic projects such as those funded by the PIA programs. This Committee is comprised of representatives of all MUSE consortium members.

The Target University organization resorts to the following governing bodies (it is worth noting that some of their decisions are made after consulting the intermediate structures described in section 1.5.3):

The Administration Board, UM’s main governing body, is headed by the President of UM; it has full authority over the UM budget and over its administrative departments (including Human Resources; Finances; Legal Affairs; Partnerships; International Affairs; and more).

The Board of Directors brings together the heads of education components and of intermediate structures with the UM President and Vice-Presidents. It is consulted for the preparation of the Administration Board and the Academic Council. The ENSCM Director is a member of UM Board of Component Directors.

The Academic Council is comprised of 80 elected members representing 4 staff categories: UM professors; NRO researchers; support staff; students. This Council gets consulted on various matters including measures aimed at ensuring academic freedom, general orientations of University policies, advice on developing educational programs, and more.

The Committee for Strategic & Structuring Investments (CSSI) will be created in order to extend MUSE Board-initiated actions and to manage PIA grants. It is comprised of representatives of the MUSE consortium. Moreover, CSSI will define and manage jointly decided collective choices relating to the scientific or real estate investment policy and responses to structuring calls-for-projects of all kinds. This committee will be responsible for coordinating a forward-looking management of skills and a recruitment policy in line with their joint projects.

The International Advisory Board was created in order to extend the actions initiated by the MUSE Board and to collect the recommendations of MUSE international strategic partners on the University’s international development policy.

What competences are already exercised jointly?

ENSCM contributes to the definition of the UM educational offer. ENSCM Engineer diplomas are jointly signed by ENSCM Director and by UM President. ENSCM contributes to the scientific steering of the Chemistry Research Pole; it elaborates its yearly budget, in alignment with UM's general budget framework, and presents it to the UM Administration Board for approval.

Thanks to MUSE Board, all the Consortium partners contribute to the definition of strategic and structuring projects such as: PIA-funded projects; "State-Region Plan" proposals; transversal scientific projects (e.g.: initiatives funded by the Occitanie Region). They create and operate Joint Research Units and Platforms, and contribute to the steering of Research Poles.

What competences are effectively transferred to the Target University?

ENSCM transfers to UM full responsibility for delivering Master's, Doctoral and "Habilitation" degrees, as well as "Honoris Causa" title. The ENSCM continuing education activities are transferred to UM. All ENSCM research contracts are signed by UM President.

All ENSCM Intellectual Property rights newly produced will be transferred to UM. The management of existing Intellectual Property rights is delegated to UM.

The processes leading to agreements between NROs and ENSCM is delegated to UM.

Will these competences be enhanced in the future?

Even if there are no plans for new "transferred competences" as defined in the 12.12.2018 Ordinance, the driving force of enhancing shared governance will rely on (i) the above-mentioned CSSI and (ii) the major common projects (those already accepted – SFRI, IDéES, Regional Initiatives, CPER – and those proposed for evaluation – ExcellencES, Regional or Metropolitan Initiatives – See Part 2).

1.3.3) Governance of the IDEX/ISITE project

What changes have taken place with regard to project governance?

A University Foundation was created in May 2017 within the University of Montpellier to ensure the governance of the I-Site project until the creation of the Target University. It is chaired by the President of the University of Montpellier and holds two bodies: a steering committee (**MUSE Board**), comprised of representatives of the MUSE consortium member institutions; and a management board ("Conseil de Gestion"), encompassing MUSE Board members and 5 business representatives.

MUSE Board members are the member institutions' CEOs or regional directors.

The Board is supported by an executive management team comprised of an executive director (MUSE I-SITE P.I., a CNRS-employed researcher and UM Vice-President), an administrative director and 4 "policy referents" for the following areas: Research (UM V-P), Education (UM V-P), International (CIRAD-employed researcher, UM V-P) and Partnership with Companies (INRAE-employed engineer).

The decision-making process remained unchanged throughout the project: the MUSE Board meets on a monthly basis; it decides to launch actions based on proposals made by the Executive Director (purpose and objectives; timing; budget); the executive management team operates the action (e.g.: calls-for-proposals; selection and facilitation of evaluation committees; preparation of evaluation summaries for the Board) and final decisions are made by the Board; daily management is under the responsibility of the Executive Management Team, who remains in close contact with all research units, education components, and administrative departments.

In 2019, the MUSE Board decided to create the MUSE International Advisory Board in charge of providing guidance and recommendations in the areas of education, research, and international outreach. It has been instrumental in guiding us in developing a Montpellier Advanced Knowledge Institute (MAK'IT), including for the selection of invited scientists.

Coherence of PIA projects as a whole is ensured at two levels:

- The Executive Team monitors all PIA projects (e.g.: pre-existing Labex) and proposes I-SITE actions so that they complement the operations launched by the individual projects (e.g.: I-SITE calls for research projects are focussed on multi-disciplinary questions while Labex research projects are much more focused).

- The MUSE Board designs the proposals to be submitted in response to the PIA funding programs (SFRI; IDéES; ExcellencES) for full consistency

Links between MUSE policy, the Target University policies or other MUSE organizations' policies have been carefully planned for, since the beginning of the project: for instance, a Board headed by the President of the University, a P.I. appointed by CNRS and serving as UM Vice-President, other MUSE referents who also are (or became) UM Vice-Presidents, several major MUSE actions operated within the University but placed under the leadership of an NRO-appointed expert (like UM Doctoral College or many "Key Initiatives"). In Montpellier, strategies are not developed separately for MUSE, UM or NROs: all strategies align and are discussed at Board meetings.

Such steering will continue in the target-university whose statutes include a Committee for Strategic Operations (which will replace MUSE Board), an International Advisory Board, and a Mission for Strategic Operations (which will replace the Executive Team).

What are the main decisions taken jointly by the governing bodies in place?

Main decisions jointly made by the Board are varied, and some of them already go beyond the MUSE program stricto sensu. They include:

- Strategic orientations of the MUSE project in terms of science, training and international outreach were jointly determined; the MUSE governance opted to build a s**hared international strategy** that relies on a network of international academic partners, jointly selected by the consortium members, particularly with CIRAD & IRD.
- Definition of the 2021-2026 agreement scientific policy on joint research units.
- **Real estate and large research equipment projects proposed** for co-funding by the State and the Occitanie Region (CPER) and a **series of scientific programs** proposed for funding by the Occitanie Region only, and to be led by UM (already €4M for 2 programs).
- **New projects** submitted for funding to the PIA (SFRI, IDEES, ExcellencES).
- A **common charter for business incubation and hosting**, with UM in charge of applying for labelling on behalf of all partners within the regional incubator network.

1.4 TRAJECTORY

Commitments from the submitted file (rows with a **blue** background) and the grant agreement (**green** background) are presented in the table below.

Operational commitment	Achieve-ment (%)	Initially planned date of achievement	Diffi-culties	Explanation for the level of achievement and for any divergences
Governance Bodies	100%	T1 2017		Creation May, 2017
Communication Policy	100%	T3 2017		Operational in T1 2018
Signature of PhD UM/MSA	100%	Year 2		Done by mid-2019 and confirmed with Institut Agro / UM agreement
UM / ENSCM agreement	100%	Year 2		Approved by UM, ENSCM Boards 07.2019
Roadmap	100%	Year 2		Approved by UM Board in July, 2019
Members in U. governance	100%	Year 4		Statutes of EPE approved in June, 2021
Publication of the Decree	80 %	Year 4		Publication expected in September 2021
Processes	100%	T3 2017		All processes tools as planned
Publications charter	77%	Year 2	(1)	Signature charter approved in 2017
Setting up HR consultations in Research Poles	80 %	Year 4		Target Univ. statutes provide for HR commissions in the Poles
Platforms: Int'l relations, transfer	100 %	Year 4		Platforms operational since 2017
Attractiveness	100%	T3 2017	(2)	Started T1 2018
Research Dpt	100%	T3 2018		Dpts in preliminary form, T2 2018.
Research call for project	100%	T3 2017		4 calls from Dec. 2017 to Jan.2021
Research Platform	100%	Merged with "Research Calls-for-Projects"		
HR analysis for Technology Platforms	0%		(3)	
Internal Labex program	0%	Replaced with "Key Initiatives" created in 2018		
Map of training courses	90%	2017-2019		A first map was operational in 2017
Collegium creation	70%	T3 2019		Formally created; will become effective in 2022

Graduate school	50%	T3 2019		The SFRI Project will create 9 training courses of the graduate school.
Innovative Learning Support Center	100%	T4 2017		The Innovative Learning Support Center was created in January 2018
Excellence Educ. curricula	100%	T1 2018		5 calls from January 2017 to January 2021
Transfer Partnerships	100%	T1 2018		Implemented in T1 2018
Internal Convergence Instit.	0%	Replaced with "Key Initiatives" created in 2018		
Startups	100%	T1 2018		3 calls “Companies on campus”
Collaboratories	100%	Merged with "Start-Ups" program		
Industry-Univ. advisory committees	100%	T1 2018		Done in each education component
Int’l Relations platform	100%	T1 2018		29 meetings (Dec. 2017-May 2021)
Int’l Partnership network	100%	T3 2018		14 Collaboration Framework agreements MUSE Int’l Advisory Board in March 2019
Mobility program	70%	T3 2017	(4)	First call in T1 2018
MUSE alumni network	50%	T3 2018		At the level of each educ. component
Students’ initiatives	70%	T3 2017	(4)	3 calls form T1 2018 to T1 2020

(1) Many University Hospitals practitioners not integrated in a joint research unit

(2) See "Milestones from amended document" below

(3) Comprehensive definition of "technology platform" not stabilized yet; it will be done at Research Pole level within the Target University

(4) The Covid pandemic has significantly impaired implementation of these actions

Milestones from the "amended document" ➔ Structuring

- **Map of strategic partners** – done, approved by the MUSE Board in January 2018
- **Support program for the submission of European projects** – done, since mid-2018
- **Transfer structures coordination** – Transfer platform created in T1 2018
- **European funding** (10% increase from 2016 to 2022) – 25% increase from 2017 to 2020.

Milestones from the "amended document" ➔ HR & Management

- **UM Brand appears on all L&M diplomas** – Done since 2019 for all diplomas.
- **Human resources planning diagnosis** – A HR offices platform was created in 2019.
- **24 Tenure Tracks Positions** – 9 Tenure tracks positions; €1,200K (due to budget cut between submission and grant agreement)
- **116 PhD – 154 PhD** (87 PhD financed by MUSE and 67 co-funded with external partners).
- **112 PostDoc – 154** Postdoc recruited funded by MUSE.
- **8 leader scientists** – 4 high potential recruited; €1,100K (due to budget cut between submission and grant agreement)
- **Inward/outward mobility grants for students** – 175 mobility grants for students realized, 40 % of the grant agreement target.
- **Inward/outward mobility grants for professors** – 204 mobility grants for professors were realized (80% of the grant agreement target).

Milestones from the "amended document" ➔ Excellence

- **Rankings** – See "International Rankings" in section 4.1.2), e.g. ARWU: from 320 up to 180.
- **Convergence Institutes and new Labex** – To cope with the budget cut between submission and grant agreement, and to better connect MUSE to its territory, new tools have been cre- ated instead of Convergences Institutes and "internal" Labex: the Key Initiatives MUSE ("KIM") with 5 created in 2018 and 4 in 2020, for a total of €6,000K)
- **40% of redefined Master's programs** (either digitalized, or in taught in English) – 16 tracks redefined plus 11 innovative learning spaces created. Massive negative impact from COVID partially compensated by an unprecedented effort on e-learning.

Milestones from the "amended document" ➔ Impact

- **50 % increase in the number of hosted start-ups** – This number has doubled (+100%).
- **5 % increase in private funding** – No increase (might be a consequence of COVID crisis?).

1.5 OTHER ACHIEVEMENTS

1.5.1) Transformational nature and added value

What are the major achievements of the ISITE and in what respects could they not have been achieved without the support provided by the PIA programme?

Examples of what the ISITE funding made possible

On-site cross-disciplinary research – MUSE has made it possible to launch research projects involving scientific communities that previously had no substantial means of addressing complex issues in a multidisciplinary manner with colleagues who are their immediate neighbors (other funding schemes only allow collaborations with geographically distant partners).

Attractiveness program – A **€2.3M budget** made it possible to recruit high potential / high-level scientists coming from abroad in order to boost strategic programs (**13 to date**), allowing for new structuring operations (e.g.: a new UM-CNRS-Inserm-CHU team; renewal of the leadership in the UM-INRAE-Montpellier SupAgro Vine&Wine research unit; a French-Guinean research unit dedicated to Ebola; and more).

Affirmation of the University's identity within its territory – MUSE launched a series of cross-cutting initiatives, of varied format, combining legibility and flexibility, aiming to **affirm the singular identity of the University in relation to its Territory**. With a total budget of €6M, **9 KIMs (Key Initiatives MUSE)** were created on the following themes: Sea&Coast, Waters, Vine&Wine, Biomarkers&Therapy, Data Sciences, Food&Health, Blood Sciences, Climate risks and health systems, Infectious risks and vectors.

Examples of what the dynamics triggered by the ISITE label made possible

Progress in ARWU global rankings – Both the charter for publications signatures and the fact that Highly Cited Researchers are now referenced to UM greatly contributed to significantly improve UM's position in international rankings (up 140 spots in ARWU global ranking since 2016). The driving force is the sense of belonging, which is particularly significant for this project where 2 out of 3 researchers are not employed by the University.

Shared international strategy – UM has a clear vision of its international outreach now. This vision is shared by all partners regarding their respective forces involved in the project. Not only has this vision been defined, but it has been implemented with a series of 14 signed collaborative agreements since 2018, and numerous collaboration and staff exchanges. The driving force is twofold: (i) the availability of CIRAD and IRD networks for the project, and the shared understanding of the unique role that Montpellier can play in North-South relations.

Bringing together the processes and marketing of innovation – The creation of the MUSE platform of transfer/innovation representatives went beyond sharing information and

common project building. It lead to actual synergies in various domains, including the marketing of innovation (performed for a given sector, in a cross-institution manner) and a common charter for the incubation of start-ups. The driving force is the desire to build streamlined and efficient relationships between the economic sector and a group of 16 partner institutions that share the same interest for innovation and technology transfer.

In what respect do the ISITE actions stem from a strategy that goes beyond simply funding and coordinating the operations carried out by the members?

Beyond the financing and coordination of MUSE operations, the ISITE seeks to achieve a major objective: turn UM into a key stakeholder at site level to gain global exposure and leverage new opportunities for joint projects.

This is visible in the leadership position held by UM in major PIA projects subsequent to MUSE, such as SFRI UMGS and IDéES UM2030, or ExcellencES ExposUM (submitted in June 2021). It can also be observed through the fact that UM single-handedly signed all international agreements on behalf of its 15 partners. It is confirmed by the role UM played as the coordinating institution for the 2021-2017 State-Region plan on Montpellier perimeter (CPER: a funding scheme for major construction projects and large scientific equipment); UM presence in the European University CHARM-EU together with one international partner of MUSE (U. Barcelona); UM leadership position, on behalf of MUSE partners, for programs funded by the Occitanie Region, with one program dedicated to innovation (€3.3 M), and two others dedicated to research in Biodiversity and Infectious Risks (€4.0 M)… and more to come.

1.5.2) HR policy and mobilization of resources of the IDEX/ISITE project

What are the mechanisms for allocating the human resources?

The vast majority of human resources were allocated through **calls-for-proposals.**

These calls-for-proposals included a requirement for consistency with the MUSE themes in their selection criteria, which led to a strong concentration on MUSE's themes of excellence. However, some calls for research projects were open to support regardless of their work themes, in addition to the actors on the themes of excellence, outstanding researchers likely to access, for example, ERC or maturation funds. Bonuses were also given to projects likely to create bridges with other disciplines, thus broadening the scope of excellence. In the area of training, close attention was paid to pedagogical innovation capacity, which also contributed to attract communities that were not initially close to MUSE themes of excellence.

The attractiveness program is an exception to this calls-for-proposals mechanism. In this case, the members of the Board of Directors conducted a strategic analysis to decide to which research unit the positions were assigned.

How is recruitment carried out?

The recruitment process for most positions (those allocated via calls-for-proposals) is that of UM and followed existing procedures: (i) PhD positions are managed by the relevant Doctoral Schools; (ii) Post-doctoral, research staff, support staff positions are fulfilled with specific recruitment committees that are organized within the framework and in alignment with UM internal regulations. See tables below on positions funded via the attractiveness program.

Which body decides on the creation and/or assignment of positions coming under the ISITE?

Most position creations are decided on a project-basis thanks to decisions made by the MUSE board: creation and assignment are the Board responsibility, once project evaluations are carried out by relevant committees. Exceptions are as follow: the creation/assignment of positions within the attractiveness program are decided by the Board.

Who appoints the recruitment committee and how is it made up?

The procedures are similar to those described for the Target University. See tables below on positions funded via the attractiveness program.

What policies is this committee mandated to implement in order to select the person to recruit?

The procedures are similar to those described for the Target University. See tables below on positions funded via the attractiveness program.

What is/are the institution(s) employing personnel recruited thanks to the IDEX/ISITE funds?

For all positions allocated through calls-for-proposals, it is mostly UM, with very few exceptions (100% for PhD and PostDocs; 97% for support staff). See tables below on positions funded via the attractiveness program.

How many positions have the IDEX/ISITE member institutions allocated to the project priorities?

About 380 scientists and 200 support staff were recruited over the 2017-2020 period.

What instruments are used to serve the talent management policy?

	"Tenure track" actions or arrangements
Recruitment procedure	Two methods are implemented: **(1)** After the Board decides on the creation and allocation of a potential "MUSE Junior Attractiveness Chair", a **search-committee is organized** and comprised of the Head of the relevant research unit and high-level representatives of the relevant institutions. The search committee proposes a candidate to the Board who makes the final decision (4 positions were open and filled with this process); **(2)** In order to **take advantage of, and to leverage, other attractiveness schemes** that are consistent with MUSE scientific ambition (such as MopGA; ATIP-AVENIR), the MUSE Board decides to complement these schemes to make Montpellier an even more attractive destination. In the latter case, recruitment is made according to the scheme-specific procedure (5 positions were open and filled with this process).
	Developments envisaged – Resorting to Articles L. 422-3 and L. 952-6-2 from the "Research Programming Act", 24th December 2020, and the new "tenure-track" contract ("Chaire de professeur junior"), or resorting to the methods described above when necessary.
Type of contract (and employer)	Methods implemented – Non-permanent Researcher, fixed-term contract. Various employers (see examples).
	Developments envisaged: See above "Recruitment procedure".
Duration of procedure	Methods implemented – Up to three years.
	Developments envisaged: See above "Recruitment procedure".
Remuneration policy	Methods implemented – In alignment with standard remuneration policy
	Developments envisaged: See above "Recruitment procedure".
Career management	Methods implemented – Each recruitee is encouraged to get a permanent position by applying to standard hiring procedures. Being"pre-selected" and provided with specific funding packages places them in a good position to succeed in such application processes.
	Developments envisaged: See above "Recruitment procedure".
Planned supporting resources	Methods implemented – A support package is funded on the ISITE budget for each position (with a leverage effect on other funds when applicable), on the basis of a program designed by the recruitee.
	Developments envisaged: See above "Recruitment procedure".
Main recruitments	**Ms. Johana CALDERON** / Neurophysiology / Columbian / Former position at Harvard U. / Employed by UM during her Chair time / Now: permanent position at INSERM Montpellier **Mr. Alpha KEITA** / Infectiology / Guinean / Former position at Aix-Marseille U. / Employed by UM during his Chair time / Now: permanent position at UM **Ms. Delphine RENARD** / Ecology / French / Former position at UC Santa Barbara / Employed by CNRS during her Chair time / Now: permanent position at CNRS Montpellier

High scientific and technical potential

Recruitment procedure (notably composition and method of appointing the selection committee)	Methods implemented – After the Board decides on the creation and allocation of a potential "MUSE Senior Attractiveness Chair", a **search-committee is organized** and comprised of the Head of the relevant research unit and high-level representatives of the relevant institutions. The search committee proposes a candidate to the Board who makes the final decision. Two avenues have been considered: -1- Attracting people who are employed by an institution outside of the MUSE consortium by offering a permanent position with a welcome package. Selection committees are made according the internal rules of the relevant institution. -2- Attracting people already employed by an institution within the MUSE consortium but in a location other than Montpellier; in this case, the "high potential" candidate is proposed by the institution to the Board who decides whether to award him/her an attractiveness package.
	Developments envisaged: The same approach will be used; the possibility of broad advertising of job openings will be considered to expand the pool of candidates when necessary
Type of contract (and name of employer)	Methods implemented: Permanent position (civil-servant) or non-permanent position, fixed-term contract, with access to a permanent position. Employers: UM; IRD; INRIA; INRAE.
	Developments envisaged: keeping the same policy
Remuneration policy Remuneration policy	Methods implemented: Each employer uses its standard policy (note that they are very similar since all positions are civil-servant positions)
	Developments envisaged: keeping the same policy
Career management	Methods implemented: Each employer uses its standard career management scheme (note that they are very similar since all positions are civil-servant positions)
	Developments envisaged: keeping the same policy
Planned supporting resources	Methods implemented: A support package is funded on the ISITE budget for each position (with a leverage effect on other funds when applicable), on the basis of a program designed by the recruitee.
	Developments envisaged: keeping the same policy
Principal recruitments	**Ms. Julie JOSSE** / Data Science & Public Health / Contributes to the creation of a new research center / French / Former position in Paris / Employer: INRIA **Ms. Fabienne REMIZE** / Vine & Wine Sciences / Becomes head of Vine & Wine research center / French / Former position in La Réunion / Employer: UM **Mr. Vincent VADEZ** / Plant adaptation to drought / Launches major research project in DIADE JRU / French / Former position in India / Employer: IRD **Mr. Randal WISSER** / Plants ecophysiology / Launches research project in quantitative genetics / American / Former position at University of Delaware, USA / Employer: INRAE

No, funds totaled over the period(1)	PhD students	Post-doc	Tenure track	High potential
No of recruitments made solely with the ISITE funds	87	152	6	3
Funds devoted to these recruitments by the ISITE (k€)	8,355	9,088	884	916
No of recruitments made with joint ISITE/ISITE partners' investments	67	2	7	1
Funds devoted to these recruitments by the ISITE (k€)	2,678	53	2,217	200

(1) 2017-2021 period.

How are these instruments used to serve the strategic orientations of the IDEX/ISITE?

The link between MUSE strategic orientations and the recruitment policies is very tight; this can be observed at various levels:

- The attractiveness program led to recruitments that are fully dedicated to MUSE core challenges.
- Recruitments made for the MUSE-funded research programs (PhDs, PostDocs, etc.) are dedicated to MUSE core challenges, except for very few cases (less than 2%).
- Recruitments made by MUSE partner institutions were either fully dedicated to MUSE core challenges (for many partners such as INRAE, INSERM, CIRAD, IRD, etc.) or mostly dedicated to the challenges, with a few exceptions (e.g. some recruitments by UM relate to other topics in order to cope with UM broad research and education profile).

MUSE attractiveness program was partly designed to take advantage of external resources: the national MoPGA program contributed €1.75M, the Occitanie Region contributed €3.3M, and the national ATIP-AVENIR program contributed €0.45M.

MUSE has not defined any systematic "internal recruitment policy"; however UM has implemented a promotion procedure dedicated to its professors distinguished by the IUF.

1.5.3) Research and training

What are the strategic lines with regard to research and training?

Developing and adapting MUSE policy in Research

The strategic priority was to address two issues at the same time: following the scientific vision of MUSE and contributing to the emergence of an integrated university. To do this, the first call- for-projects (2017) was thematically very open in order to attract the widest possible audience with small and easily developed projects. The following calls (2nd and 3rd) aimed to create links within the University by focusing on multidisciplinary, cross-community, larger budget projects, involving international partners and/or companies as much as possible. In its 4th call finally, MUSE looked for proposals aiming at achieving excellence in terms of European recognition (ERC) or innovation potential. In all calls, MUSE core challenges (feed-care-protect) were preeminent, but excellent projects outside these issues were always accepted.

The selection process was carried out by appointed selection committees that comprised external experts; bonus points were given to proposals that included international collaboration, especially with MUSE international strategic partners (those with whom collaborative agreements had been signed, plus the members of the European University Charm-EU alliance) and/or collaboration with companies. Consensus reports were provided by the evaluation committees and submitted to the MUSE board for ultimate approval. No allocation of any kind was made between institutions (University, ONR, etc.) and only the excellence of the projects and a global balance between the major scientific communities were considered.

Policies for developing excellence and driving forces - The main driving force is the investment on human capital, as almost all projects involved the recruitment of staff, mostly young researchers (PhD or PostDocs). Moreover, particular attention was paid to gender balance, with very encouraging results (the proportion of female P.I. in charge of selected projects rose from 28% to 39%, which matches the proportion of women in UM research and teaching staff). Finally, MUSE funded a support system for ERC candidates (providing special training and help to write and defend their project). A second driving force is the vision of excellence in research in a global perspective; MUSE International Advisory Board's first recommendation to support larger global projects and infrastructures is now in the first stage of implementation: 3 global thematic initiatives/alliances seeking to facilitate the emergence of worldwide research & academic thematic structures are under study; UM is in the process of hosting a Chinese Academy of Agriculture Sciences external laboratory in Montpellier; an agreement on "reciprocal support for transnational start-ups" has been signed with UC Davis.

Developing and adapting MUSE policy in Training

The strategic orientation stayed consistent throughout the project: provide educators with the keys to carry out pedagogical transformation. This was implemented via the creation of a Support Center for Pedagogical Innovation (with recruitment of relevant staff) and through three main axes:

- Calls-for-projects ("Take-Off" calls) around the transformation of pedagogies, learning spaces, e-learning contents, learning technologies and equipment.
- Coaching of funded projects teams to support the medium- and long-term transformation of future excellence curricula through custom training and high-level international networking.
- Mechanisms for training, inspiring and mentoring research-professors, lecturers, PhD students such as thematic and customized workshops, co-design and design sessions.

Within the framework of calls-for-projects, the Center has deployed standard evaluation processes, with external and internal high-level experts. After securing the absence of conflicts of interests, double or triple evaluations per proposal led to consensus reports and final selections. Results were submitted to the MUSE board for ultimate approval.

Underpinning these processes, the Center organized two high-level events: a two-day conference and an online symposium gathering France's main stakeholders and international decision-makers in higher education.

Policies for developing excellence and driving forces - To enhance, improve and scale up pedagogical excellence, the Center developed strong links with nationally and internationally recognized networks. An alliance with the French Learning Lab Network, through sets of events, publications and learning expeditions, broadened the scope of learning and teaching opportunities in transformed learning spaces. Academic alliances with major French pedagogical influencers strongly enhanced the Center's credibility and recognition. An international alliance with Stanford d.school (Teaching and Learning Studio) has allowed the Center to become a main player in the development of Design Thinking as a mind-set for deep pedagogical transformations.

	Themes	No of researchers concerned (*)	No of students concerned (*)	Funds allocated (k€)
Specific investment of the ISITE in research	Feed	1,498	1,204	9,946
	Care	2,061	2,009	12,393
	Protect	4,270	3,131	14,373
	Cross	175	31	2,963
Specific investment of the ISITE in training	Feed	725	1,103	1,894
	Care	619	3,561	1,942
	Protect	679	4,492	3,052
	Cross	137	9,938	2,573
	Other	/	4,078	1,198
Joint ISITE partner investments	Feed	116	29	3,400
	Care	13	120	2,089
	Protect	312	301	1,917
	Cross	36	16	550
Joint ISITE/ other PIA project investments	Feed	2	0	226
	Care	56	50	1,087
	Protect	81	161	448
	Cross	9	120	700

(*) A given person might be accounted for several times if involved in several projects.

PIA1/2/3/4 projects	Key structural impacts	Synergies with the partners external to the Initiative	Other contributions of the project to the Initiative	Enhancement of the project potential
SFRI UMGS	An actual launch ramp for UM Graduate Division		9 innovative Master programs	Shared funding
Europ. U. CharmEU	Provides means for int'l training programs	Partnership with MUSE key partner	Enhanced European Visibility	
SATT AxLR	Pipeline for technology maturation	Common evaluation processes		Business creation potential
IDéES UM2020	A common structure related to data-science.	Common hubs on MUSE key issues	Better capabilities for innovation	Shared funding
ExcellencES ExposUM	A corner stone for MUSE and UM		2 innovative Master programs + 1 major research program	

Are these strategic lines embodied by a specific structure (e.g. collegium, departments, etc.)?

- **5 research poles** (Health; Agriculture-Environment-Biodiversity; Chemistry; Social Sciences; Mathematics-Informatics-Physics-Systems). Each research structure within MUSE perimeter belongs to at least one pole, and sometimes to a second one when it is required by its multidisciplinary profile.

- **8 collegiums** (Agriculture & Food; Health; Chemistry; Sciences; Engineering; Law & Politics; Economy & Business; Education). Each education structure is involved in at least one, and often several collegiums.

- **The Graduate Division**, in charge of improving the link between education & research at the scale of UM. It federates UM's eight Doctoral schools, runs the PhD Education program, and ensures synergies between teaching and research activities, in a cross-disciplinary effort.

What competences are exercised by these new entities?

Research Poles – Scientific animation of all research structures in a given domain; scientific prospective; coordination of proposals for regional, national and international calls; contribution to the development of the University's scientific policy; contribution to the forward planning of employment and skills; advice for the recruitment of all UM research staff.

Collegiums – Synergy between the University's education components, ENSCM and Montpellier SupAgro in a given training field; enhancement of the education offer visibility.

Graduate Division – Articulation between Master and Doctorate levels; strengthening of pedagogical innovation, international attractiveness, creation of interdisciplinary modules; definition of recruitment processes.

1.5.4) Policy for transfer to industry

What are the main successes of the IDEX/ISITE policy for transfer to industry?

The strategy implemented by MUSE with regards to relations with companies is based on 3 key ideas: (i) seeking to establish long-term relations between laboratories and companies in order to complement the approach of contract-based research; (ii) establishing the University and its partners as key players in the local innovation ecosystem; (iii) highlighting innovation as one of a researcher's missions. The following actions were implemented thanks to the project's resources and close collaborations with Occitanie Region and Montpellier Metropolis:

➔ Calls-for-projects (evaluation committees comprised of scientists, experts from SATT AxLR, representatives of the regional innovation agency and Montpellier Metropolis incubator)

- + Companies on Campus (€1,300K / 27 projects) provides means to laboratories when they host a company in their facilities for a joint research project.

- + Innovation Accelerator (€900K / 9 projects) offers supports to researchers designing a project aiming at bringing a technology closer to its potential market.

➔ Pipeline of projects directed toward SATT AxLR: 77 "technology maturation" projects for a total of €28.4M. 85 I.P. licenses have been granted and have produced €6.2M in revenues.

➔ Innovator Awards (€50K / 10 researchers granted) distinguishes researchers for their remarkable impact on innovation.

➔ Training sessions for researchers and innovation & transfer administrative staff (€240K).

➔ The "Support for marketing of innovation" action (€630K / 4 projects) finances and promotes the laboratories' know-how and/or technologies

➔A team of "business developers" has been created to attract more collaborative research projects (€1,340K / 350 person.month)

➔ MUSE Booster of Innovation helps in detection of innovation projects (€110K / 4 projects); points projects towards academic research funding schemes or to be taken over by SATT.

➔ A student Incubator offers specific training and coaching in entrepreneurship.

Designation	Artificial Intelligence for flow cytometry data processing			
Socio-economic sector	**Medical diagnostics**			
Research themes involved	Artificial intelligence & software			
Names of the partners	**ARTEION**			
Form	Research agreement and Technology Transfer			
Flagship result	Worldwide patents			
Funding	2017	2018	2019	2020
		184	173	87
Other funding		440		

Designation	Treatment of ulcerative colitis, Crohn disease and rheumatoid arthritis by ABX 464			
Socio-economic sector	**Human Health**			
Research themes involved	Chronic inflammatory diseases and viral infections			
Names of the partners	**ABIVAX**			
Form	Research agreement and licensing			
Flagship result or achievement obtained thanks to the IDEX/ISITE	Phase 2b clinical trial for ulcerative colitis; likely to enter Phase 3 in 2021. A Phase 2b/3 program in Crohn's disease is planned.			
Funding(k$)	2017	2018	2019	2020
	1,703	1,593	1,663	1,622
Other funding	1,932	375		

Designation	Effluent decontamination by rhizofiltration and ecocatalysis			
Socio-economic sector	**Engineering and technical study for eco-processes**			
Research themes involved	Depollution and green chemistry			
Names of the partners	**BIOINSPIR**			
Form	Research agreement, licensing, on-campus; UM & CNRS share-holders			
Flagship result	Research infrastructure; technical platform; creation of the start-up company; head of laboratory (Ms. Grison) "MUSE Innovation Award"			
Funding	2017	2018	2019	2020(*)
				381
Other funding			200	50

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Socio-economic sector	**Engineering and technical study for eco-processes**			
Research themes involved	Depollution and green chemistry			
Names of the partners	**BIOINSPIR**			
Form	Research agreement, licensing, on-campus; UM & CNRS share-holders			
Flagship result	Research infrastructure; technical platform; creation of the start-up company; head of laboratory (Ms. Grison) "MUSE Innovation Award"			
Funding	2017	2018	2019	2020(*)
				381
Other funding			200	50

(*) Probable additional funding by French Agency ADEME in 2021 (€1,250K)

Designation	Various bio-tests, including detection of SARS COV2			
Socio-economic sector	**Human Health**			
Research themes involved	Tests in the fields of health, food and environment			
Names of the partners	**SKILLCELL**			
Form	Research agreement and licensing			
Flagship result	Development of EASY COV test			
Funding	2017	2018	2019	2020
	530	500	470	470
Other funding				

Designation	Environmental DNA for assessing marine biodiversity			
Socio-economic sector	**Technical Studies for Marine Biodiversity**			
Research themes involved	Environmental DNA			
Names of the partners	**SPYGEN**			
Form	Research agreement; common laboratory			
Flagship result	Environmental DNA method as a standard procedure			
Funding	2017	2018	2019	2020
				400
Other funding				350

Share of these partnerships in the funding received from companies out of all the ISITE project actions (as a %)	10%

What kind of organization has been put in place and why?

The organization comprises three circles: at the core, a small team (4 people, including the MUSE referent for innovation) hired by MUSE; this core team is surrounded by the innovation and transfer staff of all partners, as well as specific "contact points" within Labex, research Poles, etc.; finally, the last circle includes key relevant partners, such as SATT AxLR, Montpellier Metropolis business incubator center, regional innovation agency. Altogether, they make the MUSE Innovation Platform.

The core team is in charge of animation, training of researchers and staff, and coordination of jointly designed proposals (e.g.: three projects designed to enhance the consortium capacity to arouse interest from regional companies for joint research work €3.3 M). Such projects enabled the recruitment of business developers to work in a transversal way for all MUSE partners on a given sector (e.g. health; chemistry; etc.). All innovation and transfer staff meet on a regular basis in order to define innovation marketing actions, common processes (contract templates, common financial tools, enhancing of teams' negotiation skills), entrepreneurship actions. As an example, this common work led to an "incubation charter" signed by all partners, making UM a member of the regional network of incubators.

These tight relationships led to a highly improved level of integration: prospective actions steer companies to business developers who sign contracts or lead them to our "Companies on Campus" call. Project selected by UM incubator (originally identified as a "Pedagogic innovation project") are directed towards the Innovation Booster and may generate collaborations with companies that are followed by the business developers.

All selection committees involve experts from the Innovation Platform: members of the scientific communities, innovation staff, experts from SATT AxLR, AD'OCC, and BIC. Hence, projects get directed to the mechanism deemed most appropriate for the project's progress, making **MUSE Innovation Platform a key entry point for the innovation and transfer pipeline.**

1.5.5) Student life and life on the Campus

The MUSE project includes efforts to promote students' spirit for initiative and entrepreneurship, encouraging them to get involved as active players in the campus student life through a citizenship- and solidarity-oriented approach.

Calls-for-projects support student volunteer projects with the capacity to gather all MUSE consortium students around major societal issues, especially MUSE core challenges "Feed – Protect – Care". With issues ranging from sustainable development to the fight against discrimination, the goal is to organize events that can turn the site's various campuses into places where all students can truly meet and exchange ideas to expand their outlook on society. **56 initiatives, €213K and more than 6,200 students involved.**

1.5.6) Culture, Science and Society

MUSE supports the University's strategy for the promotion of scientific culture and the enhancement of its exceptional historical heritage. UM is a major stakeholder in these fields, proposing to open its heritage, allowing pupils to meet researchers, or offering Science/ Society debates that are open to citizens, including:

➔ **Conferences or initiatives open to the general public** - In 2019, 20,000 visitors including 10,000 pupils had the opportunity to attend various events, among which:

- A scientific film festival offers the general public and pupils free screenings of scientific films, as well as meetings with researchers;
- The yearly event "Fête de la science" (1,000+ general public; 800+ pupils) coordinated by UM at the Hérault department level;
- UM conferences on sustainable development;
- "European Heritage Days" with 10,000+ visits each year;
- Scientific culture projects such as the "Atom Hotel near you" (funded by the Occitanie Region: overall, 20 schools visited in Occitanie, representing about 6,000 pupils).
- The "Science Bar" offers a privileged place for citizen debate that contributes to the dialogue between science and society (monthly meetings, also available in digital version on UM's YouTube channel since 2020).
- "UM Thursdays": an annual lecture cycle promoting meetings with the general public.

➔ **Participatory innovation programs "Hackathon"**– Implemented with MUSE support, those are carried out by the KIMs. For example, the Water4Future Hackathon (W4F) is an international innovation competition to contribute to the collective elaboration of a vision of a sustainable future through challenges based on urban water issues. Since 2018, the W4F has gathered more than **300 people from Montpellier and its region and from different locations** (Spain, Ivory Coast, Cameroon, Tunisia, Mexico; Reunion Island; and more) but also **students from the CHARM-EU university alliance.**

1.5.7) Construction of the identity

The progressive construction of a unified image of UM supported by the following actions:

➔ **Development of a consistent set of communication tools** – monthly **newsletter** (6,000 readers), website, "corporate" video, **TWITTER** account (13,554 followers), UM **LinkedIn** account (106,000+ followers, including over 97,000+ former students), a **magazine** promoting UM's and its partners' news with a paper edition (3 issues per year, 6,000 copies) and a **radio program** (24 broadcasts over the 2020-2021 academic year).

➔ **Implementation of an internal communication policy** aimed at both administrative departments (MUSE Administrative Head & UM Chief of Staff) and laboratories (MUSE P.I. & UM Vice-President for research)

➔ **Implication of the international mobility grantees** who acted as MUSE ambassadors at their host institutions (since 2017: 100+ presentations; 4,000 views of MUSE film).

➔ **Major events,** such as UM doctoral college graduation ceremony (in 2021, despite the COVID- 19 pandemic, the 3rd edition brought together 370 attendees and was followed by over 2,000 others by streaming) and the yearly "students welcome days".

For all the students enrolled in courses developed or promoted thanks to the IDEX/ISITE funding,

• does or will (specify the time frame) enrolment take place in the "Target University?

All doctoral students funded by MUSE are recruited by the Target University. For students (L, M) enrolled in courses promoted by MUSE, 98% are enrolled in the Target university, 2 % remain enrolled in Institut Agro (albeit with joint-enrolment with UM).

• does enrolment take place jointly in one of the member establishments of "Target University"?

Institut Agro students are enrolled in their School, but benefit from joint-enrolment with UM.

• how is the feeling of belonging to the "Target University" developed?

All official **Student ID Cards bear UM's name**, including those of Institut Agro in Montpellier. Calls for student projects are open to all students (see 1.5.5).

Specific Competitions aimed at raising awareness of the Target University in a fun way (3,100 participants in 2021).

A **welcome day** and a connected **"Escape Game"** were developed to introduce new students to the history of the university, the various campuses, and the services offered by the University.

Indicate how, thanks to this identity, the "Target University" does or will (specify the time frame) simplify interfacing with the socio-economic world and become its point of contact.

A first level of simplification has been achieved with the integration of ENSCM (research contracts and I.P. managed by UM); concerning the "chemistry" sector, the creation of a unified campus hosting all research activity in one place streamlines the landscape (relocation is currently in progress). The same will be done over the next 2 years for the "water sciences" sector (renovation and construction of new buildings are starting), in line with the emergence of the UNESCO Water Center. The charter for the incubation and hosting of start-ups, and the fact that UM is labelled as the contact point for the Occitanie Region for the support of researchers, professors and students for company creation and support in hosting start-ups, further simplify interfacing processes with the economic sector.

At international level, the target university coordinates the members' international relations offices. Partners contact this platform directly to organize international events or to host foreign delegations. For example, MUSE is the French government's contact for the organization of the Africa-France New Summit in Montpellier in October 2021.

1.5.8) International visibility

International recognition and global outreach are key objectives of the MUSE project. They are achieved via:

Common international strategy – Since the start of the MUSE project, collaboration with cutting-edge universities in Northern and Southern countries is enabled via the signature of 14 framework agreements with targeted international academic partners, jointly identified by the consortium members.

Joining financial resources for various international programs – Mobility grants, scientific events with international scope or other specific projects such as the creation of a U**M-hosted Chinese Academy of Agricultural Sciences external laboratory in Montpellier.**

Montpellier Advanced Knowledge Institute on Transitions (MAK'IT) – Launched in March 2019 by the French Minister of Higher Education, Research & Innovation and the Minister of Higher Education and Scientific Research of the Republic of Guinea, MAK'IT is an Institute of Advanced Studies. Using innovative interdisciplinary approaches, **with a specific focus on social sciences**, it intends to boost the contribution of scientific communities to the acceleration of transitions needed to achieve Sustainable Development Goals.

Scientific events of international scope – 90 events for nearly €0.5M, including the 2nd Joint Congress on Evolutionary Biology - Montpellier 2018; Aqua2018 world congress on aquaculture; 4th World Agroforestry conference in 2019; 4th international conference on Global Food Security in 2020; "Bonding science and policy to accelerate food systems transformation" in 2021 **(in preparation of the UN Summit on Food systems)**.

Key World Initiatives – To help address local-global interactions, MUSE is in the process of creating Key world initiatives in the fields of Vector-borne diseases and One Health, Food and Health and Water, in line with the MIAB's first recommendation to support larger global projects and infrastructures for maximum impact. These "global thematic initiatives/ alliances" seek to facilitate the emergence of worldwide research and academic thematic structures, at the crossroads of MUSE 3 pillars Feed/Protect/Care.

In 2019, **MUSE international director was also appointed UM Vice-president for international affairs**, adding consistency in steering MUSE's, UM's and the target university's international strategy orientations. Extending the list of MUSE preferred partners to the foreign members of the CHARM-EU European University project also contributes to developing the international identity of the Target University.

The **common signature for publications**, implemented very early in the project, contributed greatly to improving UM's global outreach, resulting in better scores in international rankings: since 2018, UM has gone up 140 spots in ARWU global ranking and is currently in the Top 200.

Has it been checked that the "Target University" is eligible to become member of the European University Association?

Since its creation in 2015, UM has been a continuous member of EUA. The Target University is therefore eligible for membership at EUA and will continue to be a member.

1.5.9) Focus: remarkable achievements

Research	Training
• **Truly interdisciplinary, inter-institution projects**, such as: "EboHealth", on emerging viral infections, leading to the creation of **an international platform in Africa** (team in the front row during the last Ebola crisis) and **a scientific breakthrough** ("Ebola virus may survive up to 5 years in a survivor body").	• **"Wood Sciences" Master Program** encompassing many MUSE key aspects: trans-disciplinarity, active pedagogies, entrepreneurship, research, personal and professional skills development. • **A global effort towards innovative pedagogy** embodied in a specific team
Transfer	**International**
• **Charter for start-ups incubation,** with UM acting as the sole representative of all 16 partners in the regional network of incubators • Companies on Campus supported the arrival of **MedXCell** on UM campus (now: a 200 m^2 facility rented by the company). The company finances a €900K research contract. A €4.8M Series A has already been closed. **UM and CHU are shareholders**. A new building is envisaged in the short-term.	• MUSE co-steering with the French government the **Africa-France New Summit**, scheduled to take place in Montpellier in October 2021. • **Chinese Academy of Agriculture Sciences** External Laboratory in Montpellier • **UNESCO Center** for Interdisciplinary Research on Water
Student Life	**Site Policy**
• Montpellier IGEM student project Gold Medal at the International Synthetic Biology Competition, Boston, 2018. • Renovation of a clinic and classrooms in Togo in 2018 and 2019.	• UM recognized as the **leading institution in Montpellier** by Montpellier Metropolis and Occitanie Region

2. PROJECTION INTO THE FUTURE

With respect to the "Target University" and the major objectives that have not yet been achieved (see table in 1.4), what are the main milestones remaining to be crossed?

At the time of writing, the target university has not been formally created, but all required steps prior to the publication of the creation decree have been completed. At the start of the 2021 academic year, the experimental institution will be created, becoming an operational reality in January 2022. This new university will still have steps to take, not in administrative or legal terms (since statutes have been established, structures & committees set up, the role of UM as employer clearly defined, and signature of all diplomas by UM President guaranteed), but rather in terms of implementing and achieving objectives that are summarized in the table below:

Nature of commitment	Description of the indicator	Target	Date of achievement
C1 – UM internal structures bring their added values	Operational implementation of intermediate structures	Running	Sept-2022
C2 – Post-Labex Scientific Strategy	New major scientific agenda	Defined	Mid-2023
C3 – Integration of clinical practitioners	% of papers bearing UM signature	95%	2024
C4 – Internationalization of education offer to match international research outreach	No of students with international experience	Doubled (4,000/year)	2026

The first commitment (C1) requires that the intermediate structures (research poles; collegiums; graduate division) be formally created. This will be the case on the first day of the target university's existence. After that, a few weeks/months will be necessary for intermediate structures activities to get set up, which ought to be a speedy process for the poles since they have been tested in prefiguration mode; it is expected to take a few months for the collegiums (and consequently, for the graduate division, since it is composed of the heads of both "Poles" and "Collegiums"), since they could not be actually activated because of the COVID pandemic-induced disruption that education structures had to face.

C2 is a critical issue for all MUSE scientific communities. Existing Labex will carry on until 2024, in line with the Board's decision to let programs run to completion. The Committee for Strategic & Structuring Investments will propose a new architecture for major scientific programs based on reflections carried out during the year 2022, first at the level of each pole, then across poles. The International Advisory Board will also be consulted on the matter.

C3 is a key element for the sense of belonging and highly impacts rankings. Since MUSE's start in 2017, encouraging progress is visible in most communities and this can be linked to the level of compliance with the signature charter. However, one community, the clinical research community, is still struggling, with significant impact on the overall compliance rate given that community relative weight (see Figure 1). Successful integration of this community is key to reaching the set goal of overall rate of compliance with the publication charter.

The rationale behind **C4** is to provide students with a global experience that is consistent with the international outreach achieved in research, as indicated by the consortium's percentage of international co-publication (see Table 1). Longer-term action and additional resources are required to achieve this last commitment, as it involves changes for a large number of people.

What are the main difficulties to overcome in order to achieve this agenda?

The main difficulties to overcome can be summarized into two key points: (i) the complexity of the research landscape in France and (ii) the structure of university funding. Although efforts and means implemented during the probationary period have made it possible to truly change the scale of relations between the University, the Schools and the Research Organizations, there is yet room for progress to improve the link between the University Hospitals and the University. Obstacles here are of political, legal and cultural nature: the separation between the University and the University Hospital is a well-established French specificity. Even though the French context makes it difficult to envisage a situation where hospital and university become a sole and same institution, the University and its partners will nevertheless implement mechanisms to bring hospital practitioners closer to the University, so that the sense of belonging experienced by practitioners who are integrated into JRUs may be extended to most practitioners. Support is planned to take place under two forms: **financial resources for the "Hospital-University Federations"** on one hand, and **support staff involved in the scientific publication processes** (such as: medical writers) on the other hand. This should be supported by MUSE research program.

For the second point, obstacles are mostly political and economic, as illustrated by the UC Davis/ UM comparison presented below, but they also have a cultural dimension. At first, the comparison shows that UC Davis' resources are significantly greater and more varied, with core funding originating from both Federal and State levels, as well as a very significant contribution from students and contractual resources. Beyond such economic and political considerations, one must reflect on an institution's ability to attract funding, for instance, by **leveraging the University's societal role to develop sponsorship**. The University and its partners will thus have to develop a mechanism to solicit sponsorship effectively: **a foundation will have to be set up for this purpose**. UC Davis sets an inspiring example with its recent "global education for all" effort funded thanks to fund raising. We seek to make similar efforts and **combine sponsorship resources with MUSE's own funding resources** (by redirecting part of the resources toward this ambition), as well as resources from SFRI UMGS, IDéES UM2030 and ExcellencES ExposUM projects which all bear an international dimension.

With which university (or universities) does the IDEX/ISITE intend comparing itself to adjust its strategy and pursue its development trajectory?

Since 2017, comparing UM and UC Davis has come naturally. Indeed, in spite of real differences, UC Davis and UM are quite similar, both in size (see Table 1) and scientific profile (see Figure 1). Obviously, major discrepancies between the two institutions cannot dissolve overnight: those include tuition-originated resources that make enrollment a significant source of revenue for UC Davis; the share and amount of public & private grants; the massive support staff; and the level of integration of the university hospital. Yet, similarities are sufficiently significant to make UC Davis and its international reputation an inspiring model for our communities and organizations. The already achieved level of integration between UM, the two schools and the NROs, and UM's recent progress in international rankings brings UM closer to UC Davis. Building on these achievements, and moving proactively toward meeting the above-described commitments, particularly commitments 3 and 4, ought to bring the University even closer to this model.

In a nutshell, UM will pursue its ambition **to make Montpellier**, thanks to its University and its ecosystem, **one of the European capitals of the agro-environment, health and well-being,** and **a portal for scientific issues concerning the countries of the South** by resorting to 4 main drivers:

- Work to **address the weaknesses and threats** described in Table 2; the actions implemented to meet commitments 3 and 4 described above are the first steps in this work; they will be reinforced by the following actions…

- Rely on the **perfect coherence** between the actions initiated by **MUSE** and those enabled by **SFRI** (multidisciplinary, internationalized, research-intensive Master's courses) and IDéES (strengthening of the innovation pipeline together will the business ecosystem; creation of a joint service unit for Data Sciences with NROs; transformation of key MUSE initiatives into international platforms).

- Take advantage of the **leverage** offered by **regional initiatives** (already led by UM: €2M on "Viruses and vectors", €2M on "Biodiversity"; to come: "Water", "Circular Economy", "Vine & Wine", "Biotherapies", "Agricultural Transition") and **Metropolitan initiatives** (the "Via NovUM" project, which proposes 3 spaces for the transformation of knowledge into products or services in the field of technologies for health).

- To have the **Exposum Institute** proposal approved under the PIA ExcellencES program. At the crossroads of "Feed-Care-Protect" challenges, the concept of **exposome** emerges to understand the complexity of biological, chemical, physical exposures and their impact on human health. The ExposUM Institute has the ambition to serve as an emblem for the University, its international sphere of collaboration, and the regional territory. Should this proposal be accepted for funding, the Occitanie Region is committed to support ExposUM with **resources equivalent to the PIA4 ExcellencES funding.**

	UC Davis (1)	UM-MUSE
No of students	38,000	51,000
Int'l student %	18%	18%
Budget	€2,500 M (2)(3)	€1,200 M
Grants	€450 M (18% of budget)	€188 M (15% of budget)
Tuitions	€500 M (20% of budget)	€9 M (<1% of budget)
Scientific Staff	4,200	4,200
Support Staff	11,000 (3)	7,700
ARWU Ranking	91	180
No publications	7,500	6,900
Top10%	14,2%	13,6%
Int'l co-publication	47%	65%
U. Hospitals	Fully integrated	Partnership

(1)https://cosaf.ucdavis.edu/sites/g/files/dgvnsk1561/files/inline-files/Presentation_Campus%20Budget%20Overview.pdf

(2) Calculation based using €1 for US $1.2 exchange rate

(3) University Hospital not included

Table 1. UC Davis / UM-MUSE Benchmark.

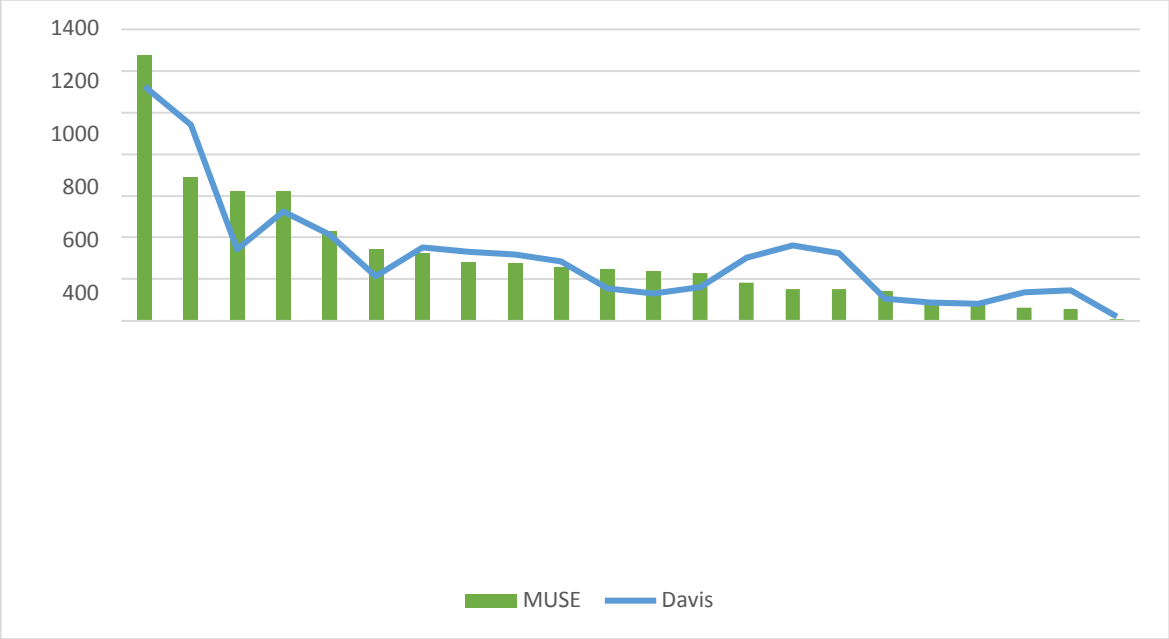

Figure 1. UC Davis / MUSE Scientific Profiles - No of Papers for each thematic ESI (2020)

UM Main Strengths or Opportunities	UM Main Weaknesses or Threats
Student attractiveness (5-year period: +10% for L-M students; +10% for PhD compared to national trend of -5%)	Modest internationalization of education programs
Trend in international outreach for research (ARWU Top 200; 65% int'l co-publications; 41% foreign students in PhD programs)	Low partnership research potential of local companies
Scientific vision in line with key national and international hot topics (Feed-Care-Protect)	Limited financial resources compared to international standards
Strong partnership with NROs	University Hospital independent from University

Table 2. Brief SWOT Analysis

3. OPTIONAL ASSESSMENT AND ANALYSIS

No optional assessment or analysis

4. INDICATORS

4.1 INDICATORS COMMON TO ALL THE IDEX/ISITE

4.1.1) Human Resources

Post-doctoral researchers

Number of recruited post- doctoral researchers funded or co-funded on IDEX/ISITE funds	2016	2017	2018	2019	2020	Total
	31	**49**	**45**	**16**	**21**	**162**

Was there a call for applications?
NO specific call - PostDoc positions were included in research project description

Attractiveness: recruitment (statutory headcount)

Number of lecturer-researchers and researchers recruited outside the ISITE perimeter with ISITE funding	Junior* (a)	of which foreign juniors	Senior* (b)	of which foreign seniors	Total (a)+(b)	% **	Budget devoted by the IDEX/ ISITE	% employed by "Target University" employed by "Target University"
2016	0	0	5	5	5		1,900	100
2017	0	0	0	0	0		0	
2018	2	0	1	0	3		300	66
2019	1	1	0	0	1		117	100
2020	4	1	3	1	7		1,431	43
2021	2	0	0	0	2		369	100
Total	9	2	9	6	18		3,748	67

* Junior =Ph.D. + n where n<=5, senior = Ph.D. + n where n>5. Senior or junior coming from establishments situated outside the IDEX/ISITE perimeter.
**Percentage with respect to the overall recruitment headcount of permanent staff of the partner establishments in the year.

4.1.2) Research

Scientific recognition

Number of distinctions* for the years	ERC	IUF	Award	Budget devoted by the IDEX/ISITE
2016				
2017	3	2	4	
2018	4	3	3	
2019	4	3	1	
2020	7	8	7	
Total	18	16	15	

*Distinctions awarded to researcher professors and researchers within the IDEX/ISITE perimeter, compiling the following:
- for ERC: starting grants, consolidator grants and advanced grants
- for IUF (University Institute of France): junior and senior researchers
- distinctions listed in the 20 January 2010 ordinance.
http://www.legifrance.gouv.fr/affichTexte.do?cidTexte=JORFTEXT000021751714&dateTexte=&categorieLien=i

Research projects funded

Research projects funded or co-funded on IDEX/ISITE funds	Number	Average funding*	Average duration in months
2016	113	85	21
2017	170	61	23
2018	84	81	22
2019	97	37	18
2020	83	93	20
2021	28	110	18
Total	575	72	21

* Average funding awarded from IDEX/ISITE funds for carrying out projects

4.1.3) Courses

Courses funded

Number of courses funded or co-funded onIDEX/ISITE funds	Number	Average funding*	% of these courses leading to a diploma fromthe "Target University"
2016	25	6	100%
2017	76	2	100%
2018	31	72	78%
2019	25	7	100%
2020	33	126	93%
2021	28	43	90%
Total	218	37	95%

* Average funding awarded from IDEX/ISITE funds for the courses

Students accepted on Master's degree course (for the courses funded from IDEX/ISITE funds)

Year	Total number of Master's degree candidates (a)	Number of candidates accepted on Master's degree*(b)	Selection rate % (b/a)	% of studentsenrolled at "Target University"	Budget devoted by the IDEX/ISITE
2016					
2017					
2018	5,103	228	4%	100%	220
2019	4,248	219	5%	95%	541
2020	42,573	1,753	4%	100%	1,043
Total	51,924	2,200	4%	97%	1,804

* Number of candidates accepted in M1 to follow a Master's degree course

Doctoral students

Number ofdoctoral students funded or co-funded	100% IDEX/ISITE funding(a)	IDEX/ISITE co-funding withexter-nal partner (b)	(a)+(b)	% of doctoral students enrolled by the "Target University"
2016	20	21	41	94
2017	11	27	38	66
2018	34	12	46	93
2019	16	12	28	97
2020	24	18	42	95
Total	105	90	195	91

4.1.4) Socio economic impact

New partners

Year	Number of new econo-mic partners*	Number with SME, intermediate- sized enterprise	Number with large enterprise, etc
2016	198	95	103
2017	561	352	209
2018	447	327	120
2019	405	278	127
2020	318	234	84
Total	1,929	1,286	643

* Economic players with whom a partnership agreement coming under the ISITE perimeter was signed in the year.

Results exploitation and own resources

Year	Number of patents filed in the year*	Amount of the resources resulting from the Intellectual Property (IP) (in €k)	Amount of the other own resources of the IDEX/ISITE other than IP (examples of research contracts) (in €k)**	Number of start-ups created in the year by persons within the IDEX/ISITE perimeter
2016	55	2,283	ND	14
2017	39	3,664	157,002	11
2018	84	3,085	134,342	16
2019	34	2,853	115,035	8
2020	62	2,379	135,859	6
Total	274	14,263	542,239	55

* Patents (or Plant Variety Rights- PVR) filed within the framework of the IDEX/ISITE perimeter

* ** Including funds raised by foundations

4.1.5) International reach

Results exploitation and own resources

Year	Number of international projects co-funded from IDEX/ISITE funds*	Average funding from the ISITE	Number of new partnership agreements in the IDEX/ISITE perimeter**	% of agreements in which the "Target University" is the sole signatory	Induced number of students recruited	IDEX/ISITE funds for joint projects (sum in €K)
2016	59	77,699				4,584
2017	61	45,660				2,785
2018	69	89,464	7	100%		6,173
2019	68	25,603	6	100%		1,740
2020	76	112,872	1	100%		8,578
Total	333	71,657	14	100%		23,860

Foreign students on Master's or Ph.D. degree course

Year	Number of foreign student candidates for Master's degree* (a)	Number of foreign students enrolled in Master's degree* (b)	b/a	Number of foreign student candidates for Ph.D. degree* (c)	Number of foreign students enrolled in Ph.D. degree* (d)	d/c	Budget devoted by the IDEX/ISITE
2016	ND	286	N/A	ND	478	N/A	
2017	1,304	326	0.25	ND	452	N/A	
2018	2,081	516	0.25	ND	552	N/A	
2019	2,641	465	0.18	ND	695	N/A	
2020	3,908	380	0.10	ND	615	N/A	
Total	9,934	1,687	0.17		2,792		

* Number of foreign students enrolled in the year in all the establishments within the IDEX/ISITE perimeter, holding a diploma from a foreign university

Mobility grants

Year	Number of students receiving incoming mobility grants from IDEX/ISITE funds	Number of students receiving outgoing mobility grants from IDEX/ISITE funds
2016	23	24
2017	20	13
2018	8	19
2019	18	25
2020	14	11
Total	83	92

Diplomas delivered under international partnership *

Year	Number of Master's degree subjects organized under international partnership ** (a)	Total number of Master's degree subjects (b)	Number of Ph.D. diplomas delivered as joint diplomas*** (c)	Total number of Ph.D. diplomas delivered (d)
2016	14	147	47	413
2017	14	134	41	438
2018	16	153	47	458
2019	14	152	44	469
2020	16	157	28	427
Total	74	743	207	2,205
Ratios	10 % (a/b)		9.4 % (c/d)	

* Diplomas delivered within the IDEX/ISITE perimeter

** These are true joint diplomas in alignment with the definition of the 2011-009 of 11 May 2011 bulletin relative to the conditions of preparation and delivery of diplomas within the framework of an international partnership.

International rankings

Two rankings must be indicated: Shanghai and Leiden. One ranking shall be indicated if it is available: Multi-Rank.

Shanghai ranking	Overall	Thematic (indicate the subjects)
2016: List of the 6 top rankings and the IDEX/ISITE members concerned	UM: 301-400	Ecology, 2 Agricultural Sciences, 41 Biotechnology, 101-150 Food Science & Technology, 101-150 Earth Sciences, 76-100 Water Resources, 76-100
2020: Rank of the "Target University"	UM: 151-200	Ecology, 2 Agricultural Sciences, 25 Biotechnology, 51-75 Food Science & Technology, 51-75 Earth Sciences, Oceanography, 51-75 Remote Sensing, 51-75 Water Resources, 76-100
2020: List of the ranked ISITE members with their rankings	None	ENSCM: Chemistry, 201-300 Institut Agro: Agricultural Sciences, 28

Leiden ranking	(list of subjects for which a distinction is obtained)
2016: List of the establishments concerned and the subjects in which they have achieved distinction	U. Montpellier 2: "All Sciences", 400 – "Life", 132 – "Mathematics", 340 – "Physics Engin.", 278 U. Montpellier 1, "Biomedical", 400 – "Social", not ranked
2020: Subjects in which the educational institution to which all the researchers are affiliated has achieved distinction	U.M.: "All Sciences", 288 – "Life", 112 – "Mathematics", 350 – "Physics Engin.", 356 – "Biomedical", 290 – "Social", 531
2020: List of the ISITE members that have achieved distinction, indicating their subjects	University of Montpellier (see above)

Table of co-funding operations

ISITE member		Amount received (M€)					
		2016	2017	2018	2019	2020	Total
Name of ISITE member	MUSE (All Members)		28.57	27.86	34.16	33.26	123.85
Co-funder legal form	public administrative institution						
Co-funder name	Nat'l Research Agency						
Funding nature	Research projects						
Name of ISITE member	MUSE (All Members)		28.77	26.57	27.39	42.51	125.25
Co-funder legal form	Public institution						
Co-funder name	Other Nat'l grants						
Funding nature	Research projects						
Name of ISITE member	MUSE (All Members)		58.94	46.60	50.80	72.47	228.81
Co-funder legal form	European Commission						
Co-funder name	European Commission						
Funding nature	Research projects						
Name of ISITE member	MUSE (All Members)		2.50	11.90	19.61	14.90	48.91
Co-funder legal form	Various						
Co-funder name	International grants						
Funding nature	Research projects						
Name of ISITE member	MUSE (All Members)		4.80	11.44	17.00	7.30	40.67
Co-funder legal form	Local authority						
Co-funder name	Region Occitanie						
Funding nature	Research, innovationprojects, PhD grants						
Name of ISITE member	MUSE (All Members)		25.21	30.06	12.66	17.58	85.52

5. SPECIFIC INDICATORS TO EACH IDEX/ISITE

Domaine	Nom de l'indicateur	sous-indicateur niveau 1	sous-indicateur niveau 2	année de mise à jour 2021	observations
Gouvernance du projet	Structuration	Mise en œuvre de la structuration cible		taux d'atteinte : 90% cotation : 3	taux d'atteinte de l'objectif : O : action non démarrée1 : action débutée : en cours de finalisation : action mise en œuvre et entrée dans la phase d'amélioration continue
		Mise en place des intancesopérationnelles		100 % cotation : 3	taux d'atteinte de l'objectif : O : action non démarrée1 : action débutée : en cours de finalisation : action mise en œuvre et entrée dans la phase d'amélioration continue
Pilotage du projet	Gestion optimale	Pilotage financier : taux d'exécution, niveau d'engagement, effet levier		niveau d'engagement = programmation de 100% de 5 années de budget MUSE	
		Pilotage et politique RH : rapprochement avec le LABEL HRS4R	déploiement du LABEL au sein des établissement du CONSORTIUM	cotation : 2	INRAE-CNRS-INSERM-BRGM-IRD- Université de Montpellier labelisés
		Pilotage et politique RH : rapprochement avec le LABEL HRS4R	mise en œuvre du label pour les recrutements surfinancement de l'I-SITE	taux d'atteinte : 100 % cotation : 3	tous les recrutements sont effectués par l'UM et suiventla charte de recrutement HRS4R
		Mise en place de dispositifs de contrôle interne	Mise en place de dispositifs de contrôle interne-PROCESSUS	cotation : 2	déploiement d'un contrôle interne via le déploiement de CAIROS cartographie des risques, déploiement démarchequalité processus inscription des doctorants et de l'ensemble des étudiants
			Mise en place de dispositifs de contrôle interne-CONVENTIONS DE RECHERCHE	cotation : 3	contrôle interne

RI	Rayonnement et partenariat	Cartographie des partenariats : localisation (notamment en		taux d'atteinte : 100 %cotation : 3	Pays, et Universités cibles identifiées en collaborationavec l'IRD et le CIRAD
		Nombre de représentations partagées et l'accueil de délégations avec l'IRD et le CIRAD		14	Wageningen, UCDAVIS, UCIRVINE, CORNEL, république deGuinée, Porto, délégations d'universités américaines (Fulbright), IAV Maroc, EMBRAPA (Brésil), INTA (Argentine), USP (Brésil), Pretoria, Stellenboch
Relations avec le monde socio-économique	Impact socio-économique	Cartographie des partenariats socio-économiques		cotation : 3	marketing de l'innovation Partenariat
Identité partagée	Sentiment d'appartenance	Nombre d'actions de communication auprès despartenaires internes et externes		cumul : 50	présentations orales de MUSE auprès des partenaires internes et externes, journées des nouveaux étudiants du consortium MUSE, Journée portes ouvertes, Newsletter, dossier de presse, journée des services partenariat MUSE,remise des diplômes des doctorants MUSE, lancement de l'institut de connaissances avancées, journées des KIM, rapport d'activités, Conférence de Presse MUSE / Région
		création d'une identité numérique	Création d'un site internet dédié, présence sur les réseaux sociaux	taux d'atteinte : 100 %cotation : 3	site internet créé, compte twitter, compte linkedin,utilisation du compte facebook de l'Université de Montpellier, news letter numérique mensuelle,
		Nombre de thèses "Université de Montpellier"		taux d'atteinte : 100 %cotation : 3	convention de délivrance conjointe des doctoratsMontpellier SupAgro / UM
		Nombre de chercheurs ayant une forte implication au sein de l'Université		75	nombre de chercheurs ayant effectué plus de 32 heuresde cours ou étant impliqués dans un projet pédagogique
Recherche	Projets de recherchefinancés (indicateurs cumulés)	chiffres clés	nombre total de projets soutenus	132	Hors LABEX et hors "KIM"
			montant total alloué aux projets de recherche	21 171	montant exprimé en K€
		typologie des projets	nombre de "projets de recherche"	110	
			montant total alloué aux "projets de recherche"	17 300	montant exprimé en K€
			nombre de projets "soutien aux plateformes technologiques"	8	4 en 2017 et 4 en 2018. il n'y a plus de financement spécifique, car intégré dans les projets de recherche
			montant total alloué aux projets "soutien aux plateformes technologiques"	1 071	montant exprimé en K€
			nombre de projets "Attractivité"	14	
			montant total alloué aux projets "Attractivité"	2 800	montant exprimé en K€