



Reshaping the Higher Education and Research Landscape and Strengthening the Strategic Autonomy of Institutions ?

***French “investissements d’avenir” (Investments for the Future)
and
France 2030***

Guillaume Bordry, Director of the Knowledge Division,
Secrétariat général pour l’investissement (SGPI)

guillaume.bordry@pm.gouv.fr

a wakeup call : international rankings

- Results of the first international university rankings, particularly the **ARWU, for France** :
 - Need for **deep transformation** of the French higher education and research system.
 - More autonomy for universities
 - A move away from a uniform approach to enable **differentiated allocation of resources**.

A political ambition for universities

- 2009, a report by two former French Prime Ministers, Alain Juppé and Michel Rocard :
 - Growth depends on **excellence in higher education and research**, which are and will remain the engines of innovation.
 - Investing in universities will yield far greater returns than its cost.

an armed wing : a new interministerial structure for investment

- *“Commissariat général pour l’investissement” (today : Secrétariat général pour l’investissement)*
- **Placed under the authority of the Prime Minister :**
 - A **step aside** : moving part of higher education and research policy outside traditional frameworks, with :
 - **selective processes** : Calls for projects as the standard to select the most ambitious projects
 - Focus funding on **targeted actions and actors**
 - International jury for each call for projects, submitting proposals to the State.
- **Leverage role** : Driving transformation in the higher education/research landscape
 - Supporting **autonomy** and the development of **institutional policies**.
 - Providing institutions with **room for maneuver**.

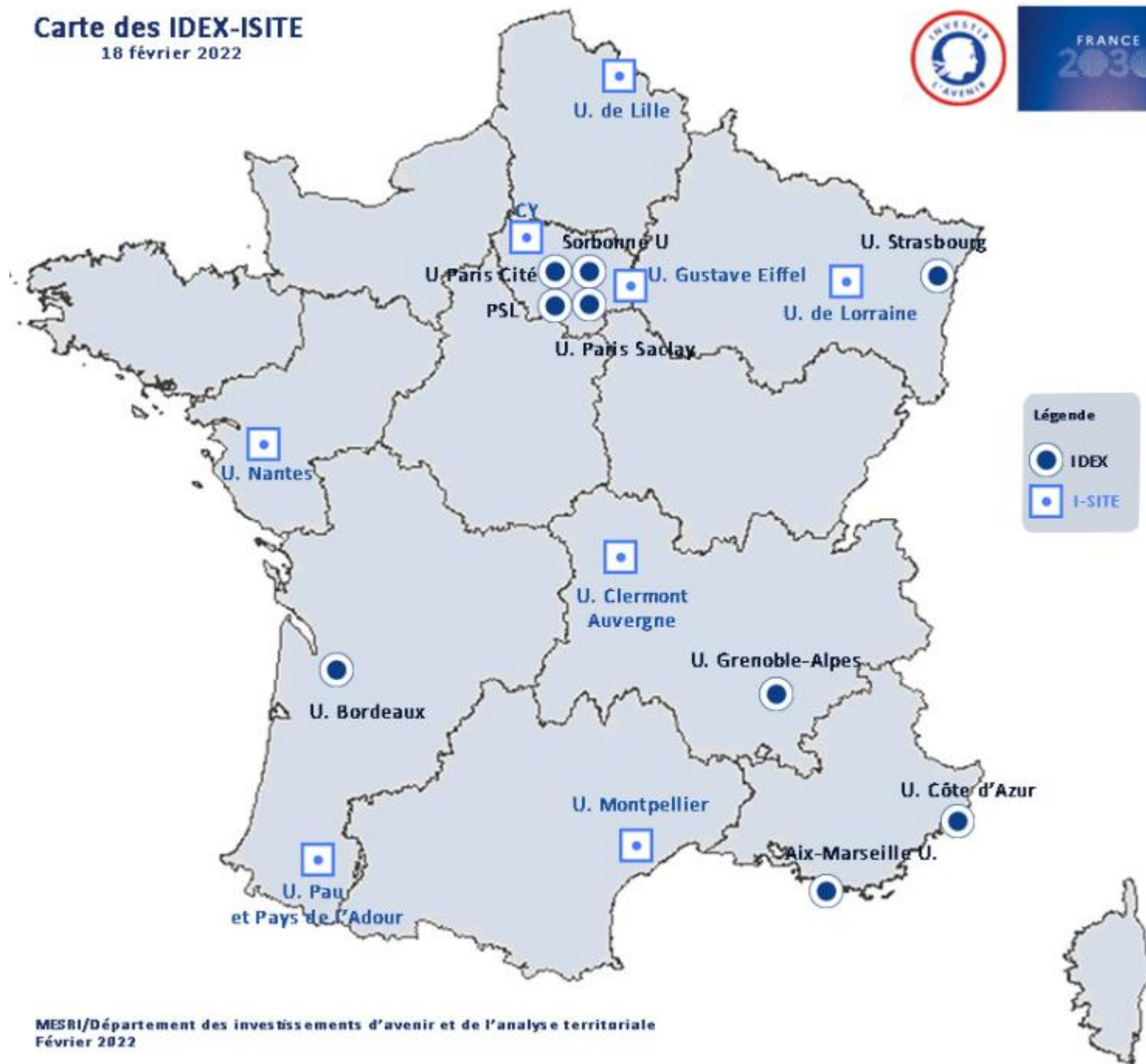
. Investment plans #1, 2 and 3 :

The Transformation of Universities as a Key Issue

- Actions specifically implemented to **structure university sites** through **research, training, and valorization**.
- A very strong and incentive financial tool : non consumable endowment
 - **IDEX : Initiatives d'Excellence / research-intensive universities**
 - **iSITE : regional universities with international recognition in specific research fields.**
 - **10,1 billion € of non consumable endowment transferred to IDEX/iSITE universities, generating 291 million € of interest per year**

Carte des IDEX-ISITE

18 février 2022



France 2030 : universities from the target to the lever

- **France 2030 : €54 Billion, to catch up on France's industrial delay, to invest in innovative technologies, and support the ecological transition through 10 objectives :**
 - decarbonising our production methods (energy, industry, transport...)
 - improving our quality of life (food, health, culture...)
 - expanding our knowledge base (education, space, deep seabed).
- **Unlike previous programs, transforming the French higher education and research system is no more a TARGET of the plan : it is a LEVER.**
 - Maybe not as ambitious in terms of transformation of the landscape
 - But with the strong idea that national level investment strategies can empower universities to contribute to major societal and technological transitions, from green industry to high risk research.

A new approach : national priorities and directed research

- In previous investments programs, **universities were at the core**.
- In **France 2030**, **National Research Organizations (ONR : CNRS, INSERM, CEA...)** are the **major actors** for research, as **directed research** accounts for a much larger share :
 - *Priority Research Programs and Equipment (PEPR) for € 3 Billion*, corresponding each national level strategy : cybersecurity, AI, batteries, H2...
 - To implement high risk research processes
 - To animate program thematic research agencies

However, large-scale actions continue to support the strategic autonomy of universities

- "ExcellencES in All Its Forms" Program : support **higher education and research institutions** in implementing **their own strategies**, based on **territorial dynamics and specific needs**.
- Implementation of an **"institution signature"**.
- **46 universities financed (€ 800 million)**
- projects of **varied typologies and natures**: research, student life, site policy, first cycle, interdisciplinarity, etc.
- **A difference in amounts**
- **A difference in selectivity**
- **A less powerful financial tool : classic subvention (no more endowment)**

And Next?

- **Ongoing assessment** of the various PIA and France 2030 programs.
- **Global context** complicating long-term approaches :
 - Ministerial instability
 - Difficult budgetary situation
 - International geopolitical context

A powerful interministerial tool.

- For **higher education and research**, structural transformations to continue :
 - Strengthening **universities as leaders in their territories**
 - Clarifying **innovation and transfer tools**
 - **Strengthening Autonomy of institutions**
- The landscape of French research and higher education is still perfectible
- Mix directed *and* structural investments... with specific financial tools.



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