

Strategic plan 2021-2024

(Extended version)



UGA
Université
Grenoble Alpes



Université Grenoble Alpes: a world renowned university, environmentally friendly and socially responsible

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Rising to the challenges of the 21st century, together



Université Grenoble Alpes (UGA) is the result of a bringing together of the minds of the stakeholders in higher education and research in Grenoble and Valence. The University stays true to its mandates, and is committed to meeting the scientific, social and environmental challenges of the 21st century. Its impact is felt on a daily basis through the actions of its 59,000 students, 4,000 lecturers, teacher-researchers and researchers, as well as through the 3,200 members of its administrative and technical staff.

UGA is committed to the success of its students and to ensuring that its staff members are able to carry out their duties in an optimum work environment. To this end, the University relies on the knowledge it generates and shares with the community to act for the development of the region, the social openness of the university, and the promotion of diversity and non-discrimination - placing particular emphasis on gender equality.

Working in close collaboration with its national research partners and drawing on the presence of the considerable scientific resources in its area, the University has developed its research and innovation policy on an international scale.

It pushes the boundaries of knowledge by providing support to its disciplines and encouraging cooperation and dialogue between them to build the interdisciplinarity required to tackle the socio-economic and cultural issues we face today, and further highlighted by the COVID-19 pandemic.

The UGA's strategic plan is more than just a roadmap for bringing a 4-year ambition to fruition - it highlights the importance and richness of the commitment of all of its stakeholders. This strategic plan is the result of the work and collaboration of all of UGA's departments and bodies. It lays out five strategic goals that are integral to structuring our future common initiatives and actions are structured. I would like to thank everyone who was involved in this stage of production and who, despite the difficult circumstances created by the public health crisis, have enabled us to build the strategic plan. I would also like to thank all the members of university bodies who have helped us throughout this endeavour by providing constructive criticism and advice. My aim is that all of UGA's stakeholders will incorporate this strategic plan into their work and in their ambitions. It is only by walking this path together that we will ensure the success of this new university model, which distinguishes itself as unique by its diversity, social and environmental responsibility, openness and ambition!

President
Yassine Lakhnech

« The UGA is committed to the success of its students and the staff members' quality of life at work. »



The context and methodology

Université Grenoble Alpes :

As of 1 January 2020, the new Université Grenoble Alpes (UGA) has brought together the «grandes écoles» of the Grenoble INP Institute of Engineering and Management, Sciences Po Grenoble and the Grenoble School of Architecture, with the 21 teaching departments of the former Université Grenoble Alpes and its six research centres.

The national research bodies the French Alternative Energies and Atomic Energy Commission (CEA), the French National Centre for Scientific Research (CNRS), the National Institute for Research in Digital Science and Technology (Inria) and the French National Institute of Health and Medical Research (Inserm) are now even more closely associated with the new Université Grenoble Alpes to develop a common policy for research and development on an international scale. Relations with the French National Institute for Agriculture, Food and Environment (INRAE), the French National Research Institute for Sustainable Development (IRD) and the Grenoble Alpes University Hospital (CHU) have also been strengthened in the context and new architecture of the new university.

Defining our approach to UGA's Strategic Plan

UGA's 2021-2024 strategic plan was created in collaboration with stakeholders in education and research, and local cultural and socio-economic partners, with the approval of the university's different bodies.

The strategic plan was developed as a result of two main stages. The first, running from March to July 2020, focused on the university's mission, our new university's 10-year ambition, and the strategic goals setting out our main drivers for the next four years.

From September to February 2021, a wider consultation enabled reflection on our priorities, the areas to be supported in the next four years, and the values promoted by the university.

The final version of the strategic plan sets out UGA's vocation and purpose and its ambitions in five strategic axes.

The aims of these axes are explained in detail and illustrated by examples of actions and levers for implementation.

UGA and its departments are bound by these axes and objectives. Actions for their implementation can be adapted to the individual needs of institutions.

A UGA portfolio of actions is gradually being compiled, notably thanks to the suggestions of academic departments.

Every year, at a meeting of the Board of Directors, UGA undertakes to review the progress of the Strategic Plan. The strategic indicators (which are not described in this document) are subject to additional analysis.

Our mission and raison d'être

A pioneering university bolstered by its diversity, Université Grenoble Alpes is a driver of progress and a laboratory of initiatives. It develops and shares knowledge in the Alps and for the world.

Located in the heart of an exceptional natural environment and enriched by the diversity of its departments and campuses, Université Grenoble Alpes draws on the strengths of different actors of public higher education from the campuses of Grenoble and Valence.

Embracing its role to share and foster knowledge, the university is committed to supporting and ensuring the success of its students throughout their lives. It has added to its primary objective the key notions of diversity and public commitment, and collaborative approaches are encouraged.

Thanks to its strong relationships with national research bodies and its major scientific resources, the university has developed its research and innovation policy on an international scale. UGA's disciplinary and inter-disciplinary research opens up the boundaries of knowledge and opens up new fields of learning.

As a responsible employer and university, and a driver of cultural and socio-economic development in its region, it works with its partners toward the improvement of society.

Our ambition

To make UGA a major international university that is environmentally and socially responsible, and which:

- Generates and fosters on knowledge, and creates dialogue between the disciplines so that we may collectively rise to the challenges of the future and transform our society
- Widens the scope of its opportunities in terms of social diversity for students and staff, developing its training offers and its programs' diversity
- Strengthens its position as a key pillar of the community, from the Alps to the Rhône Valley



The management and administration team's commitment to five values

Openness, interaction with the world and others

Interdisciplinarity, creativity, role in the region and strength of connection with the region, modernity, curiosity, welcome, humanism, diversity

Mutual respect

Trust, diversity, transparency, pluralism

Probity/integrity/scientific ethics

The freedom to research and share, the freedom to create

High standards/excellence

Global commitment, public service, UGA's standards of success, high standards in teaching, access to high-level expertise

Responsibility

Solidarity, education of enlightened, benevolent, socially and environmentally responsible citizens

OUR 5 STRATEGIC GOALS

AXIS 1 Meet the challenges of the future with courage to help develop a sustainable and resilient society

AXIS 2 Build a regional, national and international strategy together with our partners

AXIS 3 Through a responsible employer policy, make UGA and its departments a space of shared fulfillment, initiative and learning for the staff

AXIS 4 Work to create an inclusive university that guarantees an inspiring student experience

AXIS 5 Build together a new university model and develop the means to achieve its ambition



AXIS 1

Meet the challenges of the future with courage to help develop a sustainable and resilient society

Objectives:

Make the most of our diversity and disciplinary expertise in interdisciplinarity and transdisciplinarity in education and research

Support open research, from fundamental research to applied research, at the highest international level

Be a driver of technological, social and cultural innovation by drawing on the creative potential of our students, staff and partners; strengthen the dynamic of development



Make the most of our diversity and disciplinary expertise in interdisciplinarity and transdisciplinarity in education and research

Maintain the momentum of interdisciplinary research and education projects

- Maintain and develop the Cross Disciplinary Program
- Map out our interdisciplinary programs, differentiating between graduate and undergraduate degrees

Promote interdisciplinarity in education to better incorporate social dimensions

- Facilitate interdisciplinary projects in initial and lifelong education, for example, on the subject of the energy transition
- Set up the Graduate School@UGA to consolidate our range of research-based learning programs

Develop data sciences and their use to encourage transdisciplinarity in research and education

- Continue to support GRICAD Grenoble Alpes Research - Scientific Computing and Data Infrastructure
- Consolidate the Multidisciplinary Institute of Artificial Intelligence

Introduce interdisciplinarity and transdisciplinarity to research in individual paths

- Offer university lecturer positions that include transdisciplinarity and interdisciplinarity

Support fundamental and applied open research at the highest international level

Support exploratory and emerging research initiatives

Develop the full spectrum of fundamental and applied research

Increase support for university lecturers and researchers for the development of their research



AXIS 1

Be a driver for technological, social and cultural innovation by drawing on the creative potential of our students, staff and partners; strengthen the dynamic of development

Coordinate and develop training initiatives on creativity, design, entrepreneurship, and innovation

- Create the Design Factory Grenoble Alpes
- Increase the number of students involved in entrepreneurship

Develop and open experimental platforms and data platforms aimed at a wide range of audiences (researchers, teachers, students, and cultural and socio-economic stakeholders)

- Build and maintain a range of platform services

Promote the culture of development

- Increase awareness of development in research laboratories
- Create a range of PhD courses for development
- Develop incentivizing resources and tools
- Support the development of our Carnot institutes
- Initiate reflection to improve consideration of development in staff's progress

Build an Intellectual Property & Development service unit

- Build a consistent UGA-wide development strategy
- Develop a university center at the forefront of innovation
- Connect the Intellectual Property & Development unit and the Design Factory Grenoble Alpes





AXIS 2

Build a regional, national and international strategy together with our partners

Objectives:

Promote our geographical and scientific strengths as factors that will give more visibility to the region and its appeal

Define a regional strategy in collaboration with our cultural and socio-economic partners

Increase our interaction with the socio-economic and cultural world

Lead national actions for research and education

Develop an ambitious international policy based on strategic partnerships, confirming our leadership in our fields of excellence and standing out in our emerging fields

Responsibly support the internationalization of research and education

Strengthen the links between science and society



Promote our geographical and scientific strengths as factors that will give more visibility to the region

Reaffirm our identity linked to our natural environment |

Strengthen the position and renown of UGA's libraries in the region, and in academic, national, and international networks; ensure the prestige of our publications

Build our regional strategy together with our cultural and socio-economic partners

Strengthen partnerships with public organizations at a local, national, and international level; connect our sustainable development policies, especially with regional authorities

- Take action at a university level to ensure regular interaction with regional stakeholders
- Participate in the Local Economic Pact (Pacte Économique Local)

Be a key player in the region's development strategy, in Grenoble and Valence

Increase the visibility and appeal of the regional campus of Valence, and of research and education in Drôme-Ardèche

- Roll out a socially responsible campus
- Develop education programs specific the site and research activities
- Increase visibility and appeal at a regional level and internationalize the Valence campus
- Equip the campus with governance, structure, and appropriate resources



AXIS 2

Increase our interaction with the socio-economic and cultural world

Build lifelong educational opportunities together with our partners to meet the region's needs

- Develop spaces for interaction with the socio-economic and cultural world
- Continue to develop our programs to make them more accessible at all stages of life
- Make UGA the region's leading authority in education

Develop the university's cultural strategy with local stakeholders

- Formalize institutional partnerships in the fields of culture, scientific and technological culture, and the development of scientific heritage
- Take action to increase the financial support of regional players, notably for the Valence Campus

Develop actions in the economic world

- Consolidate the ecosystem of innovation to support the development of businesses
- Boost entrepreneurship in synergy with the regional ecosystem
- Improve communication with businesses on UGA programs

Lead actions at a national level

Actively participate in strategic national initiatives

- Define a joint strategy with national research bodies
- Play an active role in priority research facilities and programs (quantum engineering, digital health, etc.)

Lead national research and training initiatives

- Support national and international service units, such as Mathdoc and the Les Houches School of Physics
- Turn the Maison de la Création et de l'Innovation into a technical platform for experimentation in Human and Social Sciences



Develop an ambitious international policy based on strategic partnerships, confirming our leadership in our fields of excellence and standing out in our emerging fields

Collectively redesign our strategic international partnerships, favor a global research and education approach

- Build joint projects with all strategic partners
- Support research and education projects abroad in our fields of excellence and emerging fields

Develop an ambitious policy of international influence for the university

- Make education opportunities more accessible to an international public
- Set up the Graduate School@UGA to create a range of research-based learning programs open to international students
- Consolidate our presence in international academic networks
- Develop our international mixed units and associated international laboratories

Strengthen our relationships with major resources

- Build shared research programs and research units

Promote French-speaking countries

- Adapt the economic model of the University Center for French Studies (CUEF)
- Be a leader in French-speaking networks

Responsibly support the internationalization of research and education

Increase the measures facilitating the incoming and outgoing international mobility of staff members and students

- Develop the ISSO desk for students and PhD students
- Enable every student to incorporate an experience abroad into their university career

Support the internationalization strategies of laboratories

Train staff on interculturalism

- Maintain available programs on interculturalism
- Facilitate staff mobility abroad



AXIS 2

Strengthen the links between science and society

Open the university to the general public and, for all disciplines, extend the actions with school institutions

- Develop conferences outside the university in our region
- Coordinate educational actions aimed at teaching institutions
- Consolidate the Houses for Science model
- Support the prestige of research projects
- Structure the range of services available for orientation and career development

Actively contribute to the deployment of a policy of openness in relation to the publications and data of our research, as well as code and software, in the national framework set out in the National Plan for Open Science and within the European and international framework

- Create an Open Science Commission
- Develop assessment and monitoring tools for the Open Science policy
- Educate graduate and PhD students and researchers on open science
- Formalize an assessment charter that promotes open access

Pay attention to the research and education needs of local cultural and socio-economic stakeholders

- Set up the UGA's strategic orientation committee





AXIS 3

Through a responsible employer policy, make UGA and its departments a space of shared fulfillment, initiative and learning for the staff

Objectives:

Build a favorable work environment for all the staff members

Strengthen our actions in the fight against discrimination

Make the university a place of cultural openness; support initiatives that promote interaction between members of the university community



Build a favorable work environment for all the staff members

HUMAN RESOURCES SECTION *(departments have necessary skills granted by their statuses particularly in the field of human resources)*

Set up common HR policy axes, and a Social Pact, at the level of the new establishment

- Initiate a «Management, remuneration, and professional development of contractors» initiative
- Maintain the «Support for researchers, lecturers, and university lecturers throughout their careers» initiative
- Adopt shared principles for managing staff mobility
- Seek consistency in the compensation regimes of different employers, unless a prerogative of a national body, subject to financial sustainability.

Build a common approach to Quality of Working Life (QWL)

- Build a common alert and prevention framework for psychosocial risks
- Adopt common approaches to the development of staff skills
- Improve the reception and integration of staff and temporary workers
- Adopt a common framework for remote working
- Produce a common roadmap for disabilities
- Support PhD students in their careers
- Fight against the lack of job security of PhD students
- Create a common resource for the reception, support, and professional guidance of PhD students

Set up the Social Conference

ASSETS AND WORKING AREAS SECTION

Continue to develop and renovate buildings to improve comfort at work, while completing the ecological transition

- Incorporate the State-Region Contract (Contract de Plan État-Région) into this objective
- Set up rehabilitation plan projects
- Establish an annual report on the quality of life in campuses for the bodies most affected

Continue to develop campuses, incorporating the quality of urban planning, architecture and living spaces

- Create an artwork commission on campus
- Improve the maintenance of artistic and scientific heritage



AXIS 3

Strengthen our actions in the fight against discrimination

Reinforce staff training

Maintain involvement in the European Human Resources Strategy for Researchers (HRS4R)

Make the university a place of cultural openness; support initiatives that promote interaction between members of the university community

Develop an accessible and diversified cultural program

Provide support, particularly in terms of logistics, and financial support for projects led by staff and students





AXIS 4

Campaign for an inclusive university that guarantees an inspiring student experience

Objectives:

Reinforce the opportunities in terms of social diversity

Support student experience and facilitate its success

Work with our partners to build a roadmap for student life

Encourage public commitment, the spirit of initiative, and creativity

Fight precarity and discrimination



Reinforce the opportunities in terms of social diversity

Analyze, and monitor the development of the UGA student population and its diversity

Diversify profiles in health studies

- Implement and monitor the reform of health studies

Develop projects designed to include socially and geographically distant publics

- Consolidate the Valence, Drôme-Ardèche regional campus
- Support campuses located in «vulnerable» neighborhoods
- Trial connected campus projects
- Extend existing projects for social diversity

Support the student experience and facilitate its success

Facilitate student success in undergraduate programs

- Assess the roll out of the law governing the orientation and success of students
- Consolidate actions to identify and help failing students

Develop individual support for young people, from high school to employment

- Support Skills and Professions Centers

Enable open and modular study programs

- Develop the creation of programs in skills blocks for initial and continuing education
- Develop support for years out
- Support teaching approaches that bring together student populations from different disciplines

Develop our educational tools and approaches: real-life situations, digital technology, simulations, mentoring

- Set up a health simulation center
- Develop real-life experiences in programs, experiential learning
- Roll out program hybridization projects
- Ensure the reinforcement, adaptation, and renewal of digital equipment in programs



AXIS 4

Work with our partners to build a roadmap for student life

Enable the inclusion of all people in the university, notably through sport and culture

- With the CVEC (Student Life and Campus Fee), maintain the actions undertaken and extend these UGA-wide
- Reinforce the cultural program through student initiatives
- Develop artistic practices, connecting these with staff

Draw on a user-based approach to ensure simplified access to student services

- Set up the Student Services Center (Maison des Services à l'Étudiant)
- Adapt the methods for accessing services to the location of teaching sites
- Incorporate a student-user section into UGA's continuous improvement plan
- Simplify the online ecosystem for students

Develop living spaces, well-being spaces, and project spaces in faculties

- Provide financial support to department projects
- Undertake actions with the CROUS

Fight precariousness and discrimination

Build a local tool for listening to students and supporting them, in collaboration with departments

Fight against discrimination and harassment through prevention and reporting

- Prioritize education and awareness
- Structure and promote existing tools UGA-wide

Promote access to student rights to fight all forms of precarious situations

- Support the CROUS social center
- UGA-wide, set up a precarity committee and a rights office
- Support social food stores

From the reception to the professionalization of students with disabilities, maintain and promote Grenoble's culture, a true laboratory of social inclusion

- Work on proximity with the disabilities service
- Develop inclusive tools for supporting and welcoming students with disabilities



Encourage public commitment, the spirit of initiative, and creativity

Support student innovation and entrepreneurship through the creation of a dedicated hub

- Build the Design Factory Grenoble Alpes

Develop students' public commitment and involvement in associations

Extend the support tool for high-level athletes and artists to students involved in social initiatives (in an association, company project, etc.)

Allow our students to become stakeholders in a society that will need to rise to the challenge of sustainable development and the fight against climate change

- Set up a social and environmental responsibility certificate accessible to all students
- Support the launch of «social and environmental responsibility» programs



AXIS 5

Build together a new university model and develop the means to achieve its ambition

Objectives:

Build a flexible, effective and transparent organization, with skills practiced at the most relevant level

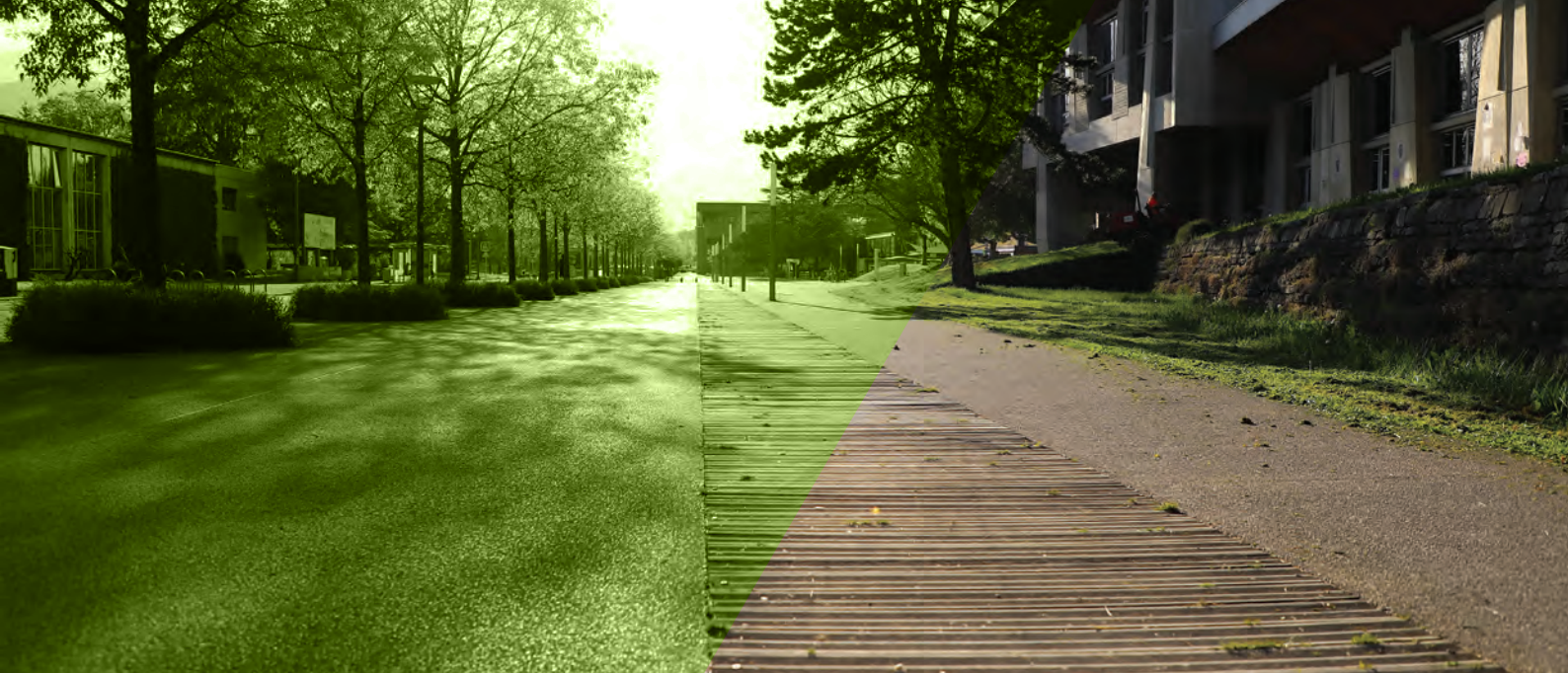
Be exemplary in the societal, environmental, and economic component of sustainable development

Build a united university community, listen, and ensure collective cooperation

Strengthen our partnerships with national research bodies

Share common ambitions, be proud and respectful of our different identities

Collectively develop our financial and human resources; take a multi-year approach to human resources and finances



Set up a flexible, effective, and transparent organization, with skills practiced at the most relevant level

Organize the new institution:

- Build the Humanities, Health, Sport, Societies faculty, the Faculty of Science, the Ecole Universitaire de Technologie, the Grenoble INP Institute of Engineering and Management; organize skills at the most relevant level
- Organize service units

For an initial perimeter, formalize an administrative project based on several axes of improvement, simplification, motivation, and sharing UGA-wide

Create and complete a project for continuous improvement, incorporating the user committees to be rolled out

Learn from the health crisis to invent a new approach to our activities

- Support the development of remote working
- Analyze travel

Be exemplary in the social and environmental component of sustainable development, drawing on a roadmap for Social and Environmental Responsibility

Complete an UGA-wide annual carbon audit to reduce our carbon footprint and set objectives for 2030

- Roll out a tool for completing the carbon audit at the level of each structure
- Raise awareness of and provide training on best practices

Develop actions to reduce our carbon footprint, setting targets:

- Continue the energetic rehabilitation of buildings on all campuses
- Work on use of liquids
- Initiate actions to encourage low-carbon mobility
- Reduce our waste and optimize recycling and treatment procedures
- Move towards reasoned use of digital technology

Formalize and roll out a Social and Environmental Responsibility Charter

Set up a tool designed to encourage civic initiatives on campus



AXIS 5

Build a united university community, listen, and ensure collective cooperation

Continue the «Mieux se connaître, mieux travailler ensemble» (The better we know each other, the better we can work together) campaign

- Work on our shared values
- Adapt tools for group use and for each structure

Complete a «Feeling of belonging and communication» project at the level of the new institution

Facilitate quality social dialogue

Facilitate staff participation in brainstorming groups and projects

Share common ambitions, be proud and respectful of our different identities

Put together a shared decision-making information system

- Enable staff access to dashboards

Develop common tools and services; formalize jointly-created road maps

Complete projects that bring different communities together: students/staff; lecturer-researcher staff/ administrative and technical staff



Strengthen our partnerships with national research bodies

Simplify the operating methods of mixed units

Connect the national policies led by national research bodies and the UGA policy within the framework of the site policy

Aim for better coordination of national and international actions

Collectively develop our financial and human resources; have a multi-year approach to human resources and finances

Set up a multi-year employment policy

Create a resource for developing the support of non-academic partners:

- Launch a campaign to develop personal resources and improve tools for the collection of apprenticeship tax
- Support the actions of foundations

Create the Research Project Engineering service unit

Create a monitoring and support unit for setting up training projects

Explore solutions for sharing human, financial, and material resources in the field of research and education





