**Amended project**

**This document is to be uploaded to the ANR submission site**

[**https://investissementsdavenir.agencerecherche.fr/IDEX-ISITE-V2/**](https://investissementsdavenir.agencerecherche.fr/IDEX-ISITE-V2/)

**by November 29th, 2016 at 13h00 (1 p.m.) Paris time**

**Warning - admissibility requirements[[1]](#footnote-1)**

This document will contain **50 pages[[2]](#footnote-2)** at the most (12-point font, single line spacing), including cover page, table of contents and abstracts, excluding tables contained in the proposed template. It must be provided in two versions: one in Word, and one in Pdf format.

Useful guidance are given at the beginning of each part. They are to be removed before submission. It will then be necessary to update the table of contents as well as the list of tables.

**Important**

The document uploaded to the submission site must follow the template provided herein, supplemented by the texts of the project principal investigator, in strict compliance with the document structure (parts, sections, paragraphs, titles, etc.). **This structure must not be modified. The same goes for the table row and column headings.**

**Customised presentations and graphical additions are not allowed.**

**Important**

This document which, if applicable, will be used as background document for contracting – must contain, strictly complying with the document structure:

* the elements of the last document filled that have not been modified[[3]](#footnote-3);
* the elements that are contained in the document delta, inserted at their rightful place, removing whenever necessary the element it replaces.

Each partner institution must fill in and sign a copy of the Commitment form (avalaible at the end of this document), and which will constitute its agreement regarding its contributions to the project. All of these Commitment forms, gathered in a single pdf file, must be uploaded to the submission site under the procedure that appears on the page IDEX / I-SITE ANR site:

[**https://investissementsdavenir.agencerecherche.fr/IDEX-ISITE-V2/**](https://investissementsdavenir.agencerecherche.fr/IDEX-ISITE-V2/)

From the first part: "Attributes of the consortium ", comments on the content to be provided are identical to those included in the last document filled.

In the following, "Initiative" will mean indifferently the two terms IDEX and I-SITE.

**Important**

**An English version and a French version of this document must be filed. They must be identical in their content.** It is recalled that only the English version prevails for selection by the jury.

Once document preparation is completed:

* the instructions (in red) all along the document and the last page are to be deleted;
* the table of contents must be updated.

|  |  |
| --- | --- |
| **Project acronym** |  |
| **Titre du projet en français**  |  |
| **Project title in English** |  |
| **Principal investigator** | Name, First name: Contact information: |
| **Institution leading the project (Project leader)** | Name: Indicate the type of institution (Comue, FCS, GIP, structure undergoing a merger, university…) |
| **Endowment requested for the Initiative, in thousands of euros[[4]](#footnote-4)** |  |

Define here which type of project the consortium is submitting:

|  |  |
| --- | --- |
| IDEX □ | I-SITE □ |

In case of modifications, replace this part with the elements of the section 1 of the second part of the document delta.

**List of the consortium members participating (partners) in the Initiative (project leader excluded)**

|  |  |  |
| --- | --- | --- |
| **Higher education and research establishments** | **Research organisations** | **Others[[5]](#footnote-5)** |
|  |  |  |
|  |  |  |
|  |  |  |

List of partners external[[6]](#footnote-6) to the consortium leading the Initiative

|  |  |  |
| --- | --- | --- |
| **Higher education and research establishments and research organisations** | **Socio-economic players[[7]](#footnote-7)** | **Others[[8]](#footnote-8)** |
|  |  |  |
|  |  |  |
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# Résumé opérationnel

In French – 3 pages at the most, 12-point character font, single line spacing

# Executive summary

In English – 3 pages at the most, 12-point character font, single line spacing

# Attributes of the consortium

This part aims to describe the consortium at the time of submission. It must summarize the assets and achievements: excellence scope in terms of research, strengths in terms of education, international visibility, intensity of the partnerships for research as well as education, and with the economic as well as the social and cultural sectors, outstanding and distinctive innovations in each of these fields, etc.

This part should also thereafter enable the consortium to identify its assets and weaknesses, and/or untapped potential justifying the choices and prioritization presented in the project.

It is important to note that past achievements are an excellent way to substantiate both level of ambition and sequencing described respectively in parts 2 and 3.

## Presentation of the project leader and partners

This paragraph shall present the institutions and partnerships of the Initiative.

The attributes shall include notably data, indicators and results of the analyses and evaluations available at the national level (AERES or HCERES reports, OST data, STRATER etc.).

## Selected PIA (Investments of the Future) Programme projects

*The projects listed below should be related to the site of the Initiative. Generally, they contribute to the consortium’s reputation and one or several members play a significant role within the projects.*

### Selected LABEXes managed by the Initiative

Copy here the corresponding table of the section 2 of the second part of the document delta.

### Selected IDEFIs managed by the Initiative

Copy here the corresponding table of the section 2 of the second part of the document delta.

### Selected Investments of the Future projects contributing to the scientific and results exploitation policy of the Initiative

Copy here the tables provided in the section 2 of the second part of the document delta.

### *Strategic projects of the Initiative*

Copy here the appropriate text and tables provided in the section 2 of the second part of the document delta.

## Strengths and weaknessess

For each field constituting the Initiative project, the consortium shall carry out an in-depth strategic analysis. More specifically, after having briefly reviewed its strengths and weaknesses and that of its members, the consortium shall specify the assets and opportunities upon which the project relies and which weaknesses it plans to address.

This entails highlighting the distinctive strengths (notably the high visibility disciplinary fields), the achievements to be put to the credit of the institutions, the capacity to innovate and position itself within the national and international context.

The consortium can bring forward the assets that the collaboration with its external partners constitutes.

The presentation can be completed with a comparative analysis with other institutions in other places in the world, whether it is general or based on specific themes, but also with a presentation of the top-level international networks that the consortium belongs to.

At the very least, the fields to be covered are the following (the same order used to address each topic shall be followed throughout the various descriptions thereafter):

* Structuring, integration and governance
* Research;
* Higher education (and lifelong training);
* Result exploitation and socio-economic partnerships;
* International policy;
* Student life

This section must be complemented by copying the section 3 of the second part of the document delta, “Strengths and Weaknesses”.

## Examples of partnerships

Copy here the content of section 4.1 of the document delta.

# Ambition of the Initiative

Using the analysis above on the strengths and weaknesses as well as the opportunities the consortium could seize, this part shall describe the 10-year target for the project, in a forward-looking exercise: how will the assets be taken advantage of? How will the weaknesses be overcome? What will the great achievements to the credit of the consortium in the various fields be? How will the consortium have constituted a world-class university? How will the Initiative have contributed to the structuring of the site?

The project leader can rely on an international benchmark, especially if it appears relevant in order to compare the Initiative to the starting point of one (or several) foreign university (universities) which later on had a remarkable evolution and of which the Initiative would like to follow the lead.

This section must be complemented or modified by copying the section 5 of the second part of the document delta, “Ambition of the Initiative”.

# Implementation of the project

The implementation of the Initiative project includes the choices made (strategic lines of action), the actions undertaken and the avenues followed to reach the declared ambition. The roadmap represents the organization of the actions along strategic lines of action and under the steering of the project’s governance. It is structured by specific milestones and strong commitments.

Each action of the project must be financially estimated. Beyond the funds expected from the PIA2 IDEX I-SITE call for proposals, the project shall mobilize multiannual funding from the partners and external partners of the consortium. Guarantees must be given that the funds obtained through the PIA2 and the complementary funding will be focused on the selected actions without substitution effect.

Coherence is expected between the described ambitions, the strategic lines of action, the actions and means dedicated (including regarding the multiannual development of the project).

## Strategic lines of action

In this part, the main lines of action structuring the project (development avenues or fundamental challenges, identified levers) shall be described. The project will follow an ambitious roadmap divided into precisely identified milestones.

The description shall bring out the choices and priorities that the consortium has agreed upon, and to characterize the strategic dynamic unique to the project.

## Actions

This paragraph shall be dedicated to a precise and operational description of all the kinds of actions of the Initiative which articulate the strategic lines of actions and thus constitute the project. For each action, a presentation of the operating method is expected: decision process and selectiveness, balance between the bottom up and top down approaches in the initiatives and the decision-making process, quality charters, etc.

The completion of these actions contributes to the dynamic of excellence of the project, which sets in motion the most remarkable forces available in the consortium by giving them the means to meet the challenges of global competition. They shall bear on all the dimensions of the project:

* Structuring, integration and governance
* Research;
* Higher education (and lifelong training);
* Result exploitation and socio-economic partnerships;
* International policy;
* Student life.

Attention is brought to four points:

* During the PIA 1, the jury regretted that the ambition in terms of education was low overall. This dimension should therefore be carefully addressed.
* The actions shall illustrate the most integrative approach between universities, “écoles” and research bodies.
* The overall dynamic of excellence of the project, if it relies on undisputable assets, must not however overlook insufficiently tapped potential and, from that point of view, plan actions dedicated to the driving effect.
* The applicants shall describe the specific contributions of the Labexes and Idefis to the project.

This section must be complemented or modified by copying the section 6 of the second part of the document delta, “Actions”.

## Roadmap

### Overall description

In this part shall be described the milestones or results which sequence the 4-year and 10-year implementation of the project, as well as the related indicators. The roadmap is coherent with the target ambition, the strategic lines of action and the actions of the project themselves. It contributes to the good understanding of the dynamic of the project’s development.

The project leader can freely set and describe any relevant intermediate step as well as the sequencing and articulation of actions which punctuate the project’s implementation.

The project leader shall describe therein the articulation with the strategy underpinning the site project.

This section must be complemented or modified by copying the text of the section 7 of the second part of the document delta, “Trajectory”.

### Strengths: projected development over time

Copy here the table of the section 7.2 of the document delta.

## Means

An overall assessment of the necessary means shall be provided through the tables of the “Fiche financière” document.

They aim to illustrate how the means will be allocated between the various actions, integrating all the resources supporting the project: funding requested as part of the IDEX/I-SITE campaign, resources through the other PIA campaigns, resources allotted to the Initiative by the members of the consortium and the external partners, own-source revenue. The Initiative’s capacity to ensure sustainability of those resources will be described.

## Human resources

The human resources policy, and more specifically that of employment in the research sector, constitutes a key element in the success of the Initiative project. The lines of action and targets chosen in that dimension shall be described here, whether regarding researchers and faculty members (juniors and seniors) or any staff contributing to the project.

The project leader may describe the main resources mobilized in relation to a shared policy between the institutions: attractiveness chairs, and more generally, talent policy: pooling, employment policy and strategic redeployment, compensation policy.

This section must be complemented of modified by copying the section 8 of the second part of the document delta, “Human resources”.

## Main commitments

To summarize the description of the project, this part shall outline the main commitments made by the members of the consortium to reach the targets of the Initiative.

The project leader is free to formalize the commitments, the significance of which will be assessed by the jury.

A set of indicators shall be suggested to evaluate the project’s progress until its end.

When appropriate, the project leader shall match the project indicators to the commitments taken within the framework of the site contract.

This section must be complemented by copying the section 9 of the second part of the document delta, “Principal commitments”.

## Development of the partnerships

Copy here the content of section 4.2 of the document delta.

# Governance, organization and steering

It is expected that the modes of governance of the Initiative shall be described: balance of roles between the academic community and the executive, composition and competence of the steering and management bodies of the Initiative, etc. The involvement of the research bodies and the common formulation process of strategic choices as well as their effects on the governance shall be specified.

The Initiative shall demonstrate its capacity to make and implement strategic decisions swiftly.

The processes within the governance’s field of competence which allow the sustainable integration of the actors, the addition of new members, the dynamic evolution and structuring of the Initiative shall be described. The presentation shall be put in perspective with the institutional target which has been chosen in the long run.

Regarding the steering of the Initiative, the relevant structures shall be described and shall notably specify the mechanisms for allocating resources.

Shall also be described the main characteristics of the following elements:

* The internal resource allocation process;
* The ramp up of the project;
* The pooling actions in terms of research, training and services;
* How the Initiative shall ensure the high concentration of resources described to implement the dynamic of excellence;
* How the different partners of the consortium and the consortium itself will fulfil their commitments in terms of allocation of their own resources, and structuring and integration.

This section must be complemented or modified by copying the text of the section 10 of the second part of the document delta, “Governance, organization and management”.

# Commitment form

Each of the consortium members, project leader or partners, must fill in and sign a copy of this Commitment form, accompanied by a strategic positioning and commitment paper of this institution, specifying the contribution of the institution to the overall budget presented in terms of human resources, special equipment, running costs, and possibly provision of property (consistent with the data provided in the financial annex).

The principal investigator must upload all of these Commitment forms and strategic positioning and commitment papers, gathered in a single pdf file, to the submission site

<https://investissementsdavenir.agencerecherche.fr/IDEX-ISITE-V2/>

by January 5th, 2017, 13h00 (1 p.m.) Paris time

Établissement :

Prénom :

Nom :

Qualité :

Ayant le pouvoir d'engager juridiquement l'établissement ci-dessus, je déclare :

* avoir pris connaissance du dossier de soumission tel que déposé pour la phase de sélection, et du règlement relatif aux modalités d'attribution des aides au titre de l’appel à projets « Initiatives d'excellence » du premier programme d’investissement d’avenir et de l’appel à projets IDEX/I-SITE du deuxième programme d’investissement d’avenir ;
* souscrire aux obligations qui en découlent, notamment à des fins d'évaluation globale de l'action ;
* être partie prenante des engagements qu’il contient pour le succès du projet ;
* m'engager à mettre en œuvre tous les moyens nécessaires à la réalisation du projet tels que décrits dans le dossier de soumission, dans les conditions prévues par le règlement relatif aux modalités d'attribution des aides précité.

Date :

Lieu :

Signature :

1. See §3.2, pages 13-14 in the call for projects [↑](#footnote-ref-1)
2. The size constraint is specified here in number of pages, not characters, for compatibility with wave 1 documents [↑](#footnote-ref-2)
3. Preselection document for wave 2 and selection document for wave 1 [↑](#footnote-ref-3)
4. Labex and IDEFI excluded [↑](#footnote-ref-4)
5. For example: CHU, Competitiveness clusters etc. [↑](#footnote-ref-5)
6. See definition given in the call for proposals [↑](#footnote-ref-6)
7. For example: company, etc. [↑](#footnote-ref-7)
8. For example: *Conseil Régional* (Regional Council) etc. [↑](#footnote-ref-8)