

<i>Evaluation summary</i>		<i>Grades</i>
Research, education, and innovation	1. Research excellence	B
	2. Teaching excellence	A
	3. Innovation	A
Institutional transformation	4. Target university	B
	5. Campus and student life	B
	6. International visibility	B
Change management	7. HR policy	B
	8. Partnerships (academic, NROs, business)	A
	9. Governance and project management	B

<i>Proposition of decision for the end of probationary period</i>
CONFIRM

<i>Global appreciation of the project and area for improvement</i>
<p>Nantes University (NU) has a strong and committed leadership team whose vision and roadmap have been widely endorsed by the university community. NU has made significant improvements in its governance setup and the target university has achieved recent breakthroughs. NU is the first university in France to include the CHU in its academic perimeter. The NU president signs all diplomas, NU is expected to implement the full integration of École Centrale de Nantes into its school of engineering by 2025.</p> <p>As a direct consequence of the new academic perimeter established through the creation of Nantes University, the “établissements composantes” have stopped being ranked internationally, and Nantes University will be the only institution ranked internationally. NU has defined a clear research strategy focusing on two main pillars, namely health, and industries of the future, and has extended its partnerships with local firms and territorial entities. NU has demonstrated progress in the Leiden ranking and positive results in ARWU field rankings.</p> <p>The low level of common signature is a critical area which NU must work on. A higher use of the common signature would indicate stronger identification with the target university.</p>

## Evaluation summary

<b>1. Research excellence</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Focus on health sciences and industries of the future is good and progress with interdisciplinarity, including the social sciences, is applauded.</p> <p>Interruption of the I-SITE has delayed progress, although advances in thematic rankings are promising.</p>	<p>Overall rankings of NU are still not available, and progress would be expected as well as continued rise in thematic rankings.</p>
<b>2. Teaching excellence</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Innovative teaching and learning with three Interdisciplinary Masters, and positive initiative to create the NEXt Centre for Pedagogical Development CPD.</p>	
<b>3. Innovation</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Strategic partnerships are good both with medium sized (e.g., LOIRETECH) and selected major industry partners (e.g., AIRBUS). The creation of an innovation centre with support for DEEP TECH entrepreneurship is very promising.</p>	
<b>4. Target university</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Due to recent progress the jury is convinced that NU is on track towards a credible target university. Agreement on NU signatures for diplomas of all members of the university is accomplished.</p> <p>Ecole Centrale Nantes will no-longer be ranked as a separate institution internationally.</p> <p>They have made a major move towards integration of the CHU.</p>	<p>Full integration of the Ecole Centrale is essential to building the NU. The Observatoire des Sciences de l'Univers should also become part of the academic organisation "pôles". All scientific labs should be under the direct authority of Nantes University within their respective "pôle".</p> <p>The common signature is linked to visibility. The current success rate for the common charter is not enough and it must improve to ensure a sense of belonging to the new university as well as its international visibility.</p>
<b>5. Campus and student life</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Unified student ID card and a very good local branding. NU had a very good turn-out for votes for all of the councils of the university and there is a growing sense of belonging.</p>	<p>There is a need to develop an ambitious and sustainable campus policy and to develop clear indicators to measure progress in terms of student satisfaction and sense of belonging.</p>

<b>6. International visibility</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Nantes University has made substantial progress in the thematic rankings.</p> <p>Its participation in EUniWell is positive and offers promising collaborative opportunities.</p>	<p>In recent years, the various components of NU have developed partnerships with foreign universities that are well aligned with the university's research strategy. There is now an urgent need to formulate an integrated internationalisation policy reflecting the strategic orientations of the new university. Work towards this goal is underway.</p> <p>NU has been working diligently to establish its new academic poles, but more common initiatives between poles are needed. This is still work in progress.</p> <p>Finally, there is a need to raise the number of foreign students at the master's level.</p>
<b>7. HR policy</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Progress in hiring policy with 19 NeXT chairs.</p> <p>Common joint recruitment policies are being established and there is a commitment to more international recruitment.</p>	<p>With respect to recruitments by the "établissements-composantes" there is no formal veto power with the President, although there are other means of influencing decisions.</p> <p>There is a need to look further afield for recruitments.</p>
<b>8. Partnerships (academic, NROs, business)</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Very good partnerships with industrial and local authorities.</p> <p>Good integration at the European level which is aligned with the University research agenda.</p> <p>Good integration with NROs especially the partnership between the CHU, the University and INSERM.</p>	
<b>9. Governance and project management</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Past difficulties and failures have been overcome with recent positive changes in governance and leadership.</p>	<p>Despite a progressive university structure, the board (size and configuration) and the presidential powers still require revision to ensure the maximum flexibility in actions.</p> <p>The powers ("compétences") of NU must be reinforced to provide it with the means to implement its policies as an integrated university (see page 30 of the NU report).</p>