

DELIBERATION DU CONSEIL D'ADMINISTRATION DE L'UNIVERSITE CLERMONT AUVERGNE  
PORTANT APPROBATION DU PROJET CAP REUSSITE +

LE CONSEIL D'ADMINISTRATION DE L'UNIVERSITE CLERMONT AUVERGNE, EN SA SEANCE DU 13 JANVIER 2023,

Vu le code de l'éducation ;

Vu le décret n°2020-1527 du 7 décembre 2020 portant création de l'Etablissement Public Expérimental Université Clermont Auvergne ;

Vu les statuts de l'UCA ;

**PRESENTATION DU PROJET**

*L'appel à projets « Excellence sous toutes ses formes » vise à reconnaître l'excellence sous toutes ses formes et à accompagner les établissements d'enseignement supérieur et de recherche porteurs d'un projet de transformation ambitieux à l'échelle de leur site dans la mise en œuvre de leur stratégie propre, élaborée à partir de leur dynamique territoriale et de leurs besoins spécifiques. Il accompagne donc la différenciation entre établissements d'enseignement supérieur en reconnaissant davantage les différentes formes d'excellence dont ils font preuve dans l'accomplissement des missions que leur fixe la Loi, et en les aidant à atteindre, dans leur(s) domaine(s) d'excellence, les meilleurs standards internationaux.*

En réponse à cet appel à projets, issu de France 2030, l'Université Clermont Auvergne dépose CAP Réussite+, qui doit lui permettre de s'affirmer comme une université partenariale et un catalyseur pour le développement de son territoire, en démultipliant les opportunités de coopération entre ses personnels académiques, ses étudiants et ses partenaires socio-économiques. Il s'agit de faire des relations socio-économiques, un axe constitutif de l'identité de l'UCA, en engageant une transformation profonde des pratiques au sein de notre communauté.

Vu la présentation de Monsieur Pierre SCHIANO, Vice-président rayonnement et attractivité de l'université ;

Après en avoir délibéré ;

**DECIDE**

d'approuver le projet CAP Réussite+, tel que défini en annexe, en réponse à l'appel à projets Excellence sous toutes ses formes.

Membres en exercice : 41

Votes : 30

Pour : 26

Contre : 3

Abstention : 1

**Le Président,**

**Mathias BERNARD**

CLASSE AU REGISTRE DES ACTES SOUS LA REFERENCE : CA UCA DELIBERATION  
2023-01-13-02

TRANSMIS AU RECTEUR :

PUBLIE LE :

**Modalités de recours :** En application de l'article R421-1 du code de justice administrative, le Tribunal Administratif de Clermont-Ferrand peut être saisi par voie de recours formé contre les actes réglementaires dans les deux mois à partir du jour de leur publication et de leur transmission au Recteur.



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**EXCELLENCE SOUS TOUTES SES FORMES –  
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CAP Réussite+

Document de soumission / *Submission form*

<b>Acronyme du projet / Project acronym</b>	CAP Réussite+	
<b>Project title (in English)</b>	Clermont Auvergne Project: Company-University Relations for the Site	
<b>Titre du projet en français</b>	Clermont Auvergne Projet : Relations Entreprises- Université pour le Site	
<b>Keywords / mots clés (min 5 – max 10)</b>	Collaborative university, socio-economic relations, SMEs, socio-ecological transition	
<b>Responsable du projet / Project manager</b>	<b>Last Name, First name, Position, Organisation / Nom, Prénom, Statut, Organisation</b>	
	SCHIANO Pierre, Professor, Université Clermont Auvergne	
	<b>e-mail address / Courriel</b> <a href="mailto:Pierre.schiano@uca.fr">Pierre.schiano@uca.fr</a>	<b>Phone number / Téléphone</b> 06 31 91 83 52



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<b>Établissement coordinateur / <i>Leading institution</i></b>	Université Clermont Auvergne (Experimental Public Establishment, EPE)		
<b>Partner institution(s) involved in the project / <i>Institution(s) partenaire(s) impliqué(es)</i></b>	CNRS; Inrae; Inserm; VetAgro Sup AgroParisTech		
<b>Project duration / <i>Durée du projet entre 72 mois et 120 mois</i></b>	96 months		
<b>Requested funding / <i>Aide demandée (minimum 5M€)</i></b>	€ 28.68M	<b>Full cost / <i>Coût complet</i></b>	€ 352.12M
<b>Le cas échéant : Listes des projets PIA / France 2030 auxquels ce projet est éventuellement lié (notamment EUR, universités européennes, Equipex, Labex, Institut convergence, IDEFI, etc.) / <i>Project links with existing PIA / France 2030 entities (e.g. EUR, Equipex, Labex, Institut convergence, IDEFI, etc.)</i></b>	Labex: ClerVolc; IMobS <sup>3</sup> ; IDGM+IDEFI: AVOSTTI Equipex: RESIF-CORE; ROBOTEX; Tirrex National infrastructures in Biology and Health: PHENOME; METABOHUB; TEFOR Biotechnologies and bio-resources: BREEDWHEAT SFRI: CAP GS IDéES: CAP A.R.T. ASDESR (pending): CAP Rupture NCU: Mon Pass Pro SATT - Incubator - Accelerator: CA Deeptech		
<b>Ce projet s'inscrit-il dans le cadre d'une Initiative d'excellence labellisée IdEx ou ISITE ?  Si oui, laquelle</b>	I-SITE CAP 20-25		



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CAP Réussite+

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**List of partner institutions / Liste des institutions partenaires**

<b><i>Name of the research organisations / Nom des organismes de recherche</i></b>	<b><i>Legal status / Statut</i></b>
Centre national de la recherche scientifique (CNRS) Institut national de recherche pour l'agriculture, l'alimentation et l'environnement (Inrae) Institut national de la santé et de la recherche médicale (Inserm)	EPST EPST EPST
<b><i>Name of the institutions of higher education and research / Nom des établissements d'enseignement supérieur et de recherche</i></b>	<b><i>Legal status / Statut</i></b>
VetAgro Sup AgroParis Tech	EPSCP EPSCP
<b><i>Other partners (Companies, Start-up, Associations, etc.) / Autres partenaires (Industries, Entreprises, Start-up, Associations, etc.)</i></b>	<b><i>Field(s) of activity / Secteur(s) d'activité</i></b>
Michelin	Tire manufacturing



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EXCELLENCE IN ALL ITS FORMS (EXCELLENCES)**

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## Table of contents

### RESUME / SUMMARY

<b>1</b>	<b>CONTEXT AND SCOPE OF THE PROJECT.....</b>	<b>1</b>
1.1	THE PROJECT’S PLACE WITHIN UCA’S STRATEGY.....	1
1.2	OVERVIEW OF OUR TERRITORIAL SOCIO-ECONOMIC CONTEXT.....	2
1.3	REVIEW OF THE UCA’S SOCIO-ECONOMIC RELATIONSHIPS.....	3
<b>2</b>	<b>PROJECT DESCRIPTION .....</b>	<b>7</b>
2.1	WP 1. CREATING THE UCA BUSINESS CLUB .....	8
2.2	WP2. TRANSFORMING OUR TEACHING AND LEARNING PRACTICES .....	10
2.3	WP3. BOOSTING OUR CAPACITY FOR PARTNERSHIP RESEARCH AND OPEN INNOVATION .....	13
2.4	WP4. IMPLEMENTING A DYNAMIC HR POLICY FOR SOCIO-ECONOMIC COLLABORATIONS .....	16
2.5	WP5. BUILDING AND COORDINATING THE UCA ALUMNI NETWORK.....	18
<b>3</b>	<b>MANAGEMENT FRAMEWORK .....</b>	<b>20</b>
3.1	GOVERNANCE .....	20
3.2	IMPLEMENTATION ROADMAP .....	22
3.3	PROJECT MONITORING AND QUALITY INDICATORS.....	23
<b>4</b>	<b>FUNDING JUSTIFICATION .....</b>	<b>25</b>



Call for proposals – 2022  
Appel à projets vague 3

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EXCELLENCE IN ALL ITS FORMS (EXCELLENCES)**

CAP Réussite+

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## RESUME / SUMMARY

*Abstract - English version (max. 4000 characters)*

The "Clermont Auvergne Project: University-Company Relations for the Site" (CAP Réussite+), represents a new phase of development for the University of Clermont Auvergne (UCA), following its structuring with its I-SITE into an integrated research university of international standing, anchored in its territory. CAP Réussite+ details a renewed approach towards the socio-economic world for UCA staff, students and partners. It seeks to assert UCA as a « collaborative university » emerging as a real catalyst for research and development on the issues facing local businesses. It aims to turn socio-economic relations into a structuring component of UCA's identity and a lever for its strategic management by initiating profound transformations in practices within our community.

UCA will work with its partners to overcome existing practical and cultural obstacles to collaboration. It will seek to broaden its interactions with socio-economic players by optimizing and further developing its most innovative mechanisms in this area. It will rely on the setting up of socialization and collaboration spaces on its various campuses and on collaborative tools to incentivize meetings and facilitate cooperation. Implemented over 8 years with a roadmap aligned with the next institutional contract timeline, CAP Réussite+ is structured around 5 programs designed to meet these challenges with the following objectives:

- **Creating the UCA Business Club** focused on SMEs and their ecosystem, to reinforce mutual knowledge between academic and socio-economic players. The Club will contribute to the structuring of the new training offer and to the development of UCA's continuing education offer.
- **Transforming our teaching and learning practices**, to develop collaborations within our pedagogical practices. CAP Réussite+ will design and support transformative and ambitious collaborative educational projects, including a sustainable engineering and corporate social responsibility training offer, and will evaluate their effectiveness to further promote them.
- **Boosting our capacity for partnership research and open innovation** by bringing together academic and industrial players within Participatory Research and Innovation Groups (GRIPs) to address societal challenges such as designing sustainable living and production models. The GRIPs will follow an open innovation and co-construction approach with users, to ensure the relevance and acceptability of the solutions developed.
- **Implementing a dynamic HR policy for socio-economic collaborations.** This policy will focus on contractual and permanent recruitment issues, promotion and mobility university-private companies mobility, while raising awareness and implementing measures to foster our staff involvement in partnership projects.
- **Building and coordinating the UCA Alumni Network** to develop and strengthen our relationships with our former students. It will offer dedicated Networking, information and services focused on career development, as well as dedicated events to embrace the already existing sense of belonging to UCA and to potentially develop new partnerships.

As a structuring dimension of our university's new development strategy, CAP Réussite+ will foster an inclusive and participatory governance towards socio-economic players and students. The governance will also be simple, effective and flexible, with strategic orientations and budgetary decisions made by UCA's governing bodies and guided by external evaluations.



Call for proposals – 2022  
Appel à projets vague 3

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**EXCELLENCE IN ALL ITS FORMS (EXCELLENCES)**

CAP Réussite+

Document de soumission / *Submission form*

*Résumé en français (max. 4000 caractères)*

Avec « Clermont Auvergne Projet : Relations Entreprises-Université pour le Site » (CAP Réussite+), l'Université Clermont Auvergne (UCA) s'engage dans une nouvelle phase de son développement, après celle de son projet I-SITE menant à la structuration d'une université de recherche intégrée de rang international, ancrée dans son territoire. Porteur d'un nouveau modèle de relations avec le monde socio-économique pour les personnels de l'UCA, ses étudiants et ses partenaires, CAP Réussite+ doit permettre à l'UCA de s'affirmer comme une université partenariale, véritable catalyseur pour la recherche et le développement sur des questions concernant directement les entreprises du territoire. Il vise à faire des relations socio-économiques un axe constitutif de l'identité de l'UCA et un levier de son pilotage stratégique en engageant une transformation profonde des pratiques au sein de notre communauté.

L'UCA s'associera à ses partenaires du site pour surmonter les obstacles pratiques et culturels qui entravent les collaborations. Elle cherchera à élargir sa surface d'échange avec le monde socio-économique en optimisant, complétant et mettant à l'échelle ses mécanismes les plus innovants en la matière. Elle s'appuiera sur l'ouverture d'espaces de socialisation et de collaboration sur ses différents campus et sur la mobilisation d'outils collaboratifs pour favoriser les rencontres et faciliter les coopérations. Mis en œuvre sur 8 ans, selon un calendrier aligné avec le prochain contrat d'établissement CAP Réussite+ est structuré autour de 5 programmes conçus pour répondre à ces défis autour des objectifs suivants :

- **Créer un Club Entreprises de l'UCA centré sur les PME et leur écosystème**, afin de renforcer la connaissance mutuelle des acteurs académiques et socio-économiques. Le Club contribuera à la construction de la nouvelle offre de formation et au développement de l'offre de formation continue de l'UCA.
- **Transformer nos pratiques d'enseignement et d'apprentissage**, pour propager les collaborations au sein de nos pratiques pédagogiques. CAP Réussite+ concevra et accompagnera dans leur mise en œuvre des projets pédagogiques collaboratifs transformateurs et ambitieux, dont une offre de formation en ingénierie durable et responsabilité sociale des entreprises, et il évaluera leur efficacité afin de les promouvoir.
- **Décupler notre capacité de recherche et d'innovation partenariales** en réunissant des acteurs académiques et industriels au sein de Groupes de Recherche et d'Innovation Participatives GRIPs autour des enjeux sociétaux de la conception de modèles de vie et de production durables. Les GRIPs s'inscriront dans une démarche d'innovation ouverte et de co-construction avec les usagers, pour assurer la pertinence et l'acceptabilité des solutions développés.
- **Développer une politique RH visant à impulser un changement culturel pour renforcer les collaborations socio-économiques**. Cette politique s'établira autour des enjeux de recrutement contractuels et permanents, de promotion et de mobilité entre l'université et l'entreprise, tout en développant des dispositifs de sensibilisation et d'incitation pour aider et encourager l'engagement dans des projets partenariaux.
- **Créer et animer un réseau Alumni à l'échelle de l'UCA**, afin de développer et d'entretenir des relations avec nos anciens élèves. Il proposera une offre de services dédiée de mise en réseau, d'informations et de services centrés notamment sur le développement des carrières, ainsi qu'une



Call for proposals – 2022  
Appel à projets vague 3

**EXCELLENCE SOUS TOUTES SES FORMES –**  
**EXCELLENCE IN ALL ITS FORMS (EXCELLENCES)**

**CAP Réussite+**

**Document de soumission / *Submission form***

programmation événementielle pour entretenir le sentiment d'appartenance à l'UCA et développer potentiellement de nouveaux partenariats.

Pièce essentielle de la nouvelle stratégie de développement de notre université, CAP Réussite+ s'appuiera sur une gouvernance inclusive vis-à-vis du monde socio-économique et des étudiants, simple et agile avec les orientations stratégiques et les décisions budgétaires prises par les instances de l'UCA, et guidée par des évaluations externes.





Call for proposals – 2022  
Appel à projets vague 3

**EXCELLENCE SOUS TOUTES SES FORMES –  
EXCELLENCE IN ALL ITS FORMS (EXCELLENCES)**

CAP Réussite+

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## 1 CONTEXT AND SCOPE OF THE PROJECT

### 1.1 THE PROJECT'S PLACE WITHIN UCA'S STRATEGY

**The UCA ambition and strategy.** The **Université Clermont Auvergne (UCA)** was created in 2021 as an Experimental Public Establishment (EPE) in charge of the territorial coordination of higher education and research<sup>1</sup>. Designed to assert our thematic identity '**Designing sustainable living and production models**' as well as our international influence, it is the result of a structuring process which had already accelerated in 2017 with the merger of the former Auvergne and Blaise Pascal universities. Within UCA, educational departments and research structures are grouped by academic fields within 6 Institutes:

- The Institute of Literature, Languages, Humanities and Social Science,
- The Institute of Life Sciences, Health, Agronomy and Environment,
- The Institute of Law, Economics and Management,
- The Institute of Sciences,
- Clermont Auvergne INP, a National Polytechnic Institute created with the merger of three engineering schools, SIGMA Clermont, Polytech Clermont-Ferrand and ISIMA,
- The University Institute of Technology (IUT), resulting from the merger of our 2 previous IUTs.

UCA welcome 36,000 students on its 6 campuses spread across the Auvergne region (Clermont Ferrand, Le Puy-en-Velay, Vichy, Aurillac, Moulins, Montluçon). It provides a rich training offer, with 173 training programs allowing students to build study paths adapted to their personal and professional ambitions. UCA's 2005 teacher-researchers and researchers, 44 laboratories and federative research structures allow us to pursue a largely international research strategy and to emphasize research as a site policy in the dynamics of its territory.

UCA has recently drafted and adopted its 2021-2026 establishment contract with the Ministry by which it has made a commitment to 4 strategy objectives,-which underpin our ambition to actively contribute to our students' success and to the socio-economic development of our ecosystem:

- A **research strategy characterized by its excellence and openness to society**, from our local ecosystems to Europe and the world,
- A **training strategy designed towards student success**, relying on training quality, training and research links, pedagogical transformation, competency evaluation and professionalization,
- A **strong territorial role** to turn UCA into a key player of its ecosystem's development,
- A **global approach towards internationalization**, based on mobility, on training and research attractiveness, and on alliances and Networks development and strengthening.

These objectives were largely initiated through our **I-SITE CAP 20-25 project**. Confirmed in 2021, our I-SITE label has initiated profound changes to develop UCA as a university of excellence in its Auvergne region, and tailor its training and research competencies to its societal responsibility, its territorial role and its international ambition. This dynamic is supported by other structuring initiatives. The SFRI **CAP GS** project is designed to promote internationalization of our training offer through the creation of a Graduate School centered on societal challenges such as international development and sustainable processes. The IDéES **CAP ART** project supports the development of CAP 20-25

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<sup>1</sup> This coordination brings together all the site's higher education and research HER institutions, the national research organisations (CNRS, Inrae and Inserm), and the CROUS (the regional centre of student social services).

structuring scientific platforms on our campuses across the 4 Auvergne departments. The NCU **MonPassPro program** encourages pedagogical innovations to guide first-year undergraduate students in their educational plans, offer personalized assistance to those who wish to reorient themselves, and support them in their professional integration.

**The CAP Réussite+ project.** Building on its strengths and structuring initiatives, UCA now ambitions to **enter a new era in its approach towards the socio-economic world**. The CAP Réussite+ project will indeed set a new course in our ambition to respond to the needs of the territory. It aims to turn UCA into a major player in the economic development of its ecosystem and a driving force in the socio-ecological transitions facing our society. Our project intends to initiate a profound transformation of practices within our community and its territorial ecosystem to turn socio-economic collaboration into a constitutive part of our identity as a university. To support this renewed ambition, CAP Réussite+ has been designed to help bridge the gap between the academic and socio-economic worlds and overcome the practical and cultural obstacles setting apart actors who often know too little about each other and sometimes have a reciprocal mistrust.

CAP Réussite+ thus aims to implement a new model of relationships with the socio-economic world that will **assert UCA as a “collaborative university”, closely connected to its socio-economic partners throughout its territory**. Drawing upon and going beyond its recent transformations, our university will thereby become a catalyst for the development of Auvergne by multiplying the opportunities for cooperation between its academics, its students and its socio-economic partners in the fields of training and professional integration, partnership research, open innovation and entrepreneurship. To this end, it will expand our ‘transfer surface area’ with the socio-economic world by optimizing, strengthening, completing and scaling up our existing most innovative mechanisms.

## **1.2 A STRONG POTENTIAL FOR COLLABORATIONS WITHIN OUR TERRITORIAL ECOSYSTEM**

**The specific features of the Auvergne economic ecosystem offer numerous opportunities for UCA to deepen its relationships with its socio-economic environment.** The CAP Réussite+ work-packages (cf. section 2) have indeed been tailored to its characteristics to increase partnership collaboration practices and strengthen our capacity to contribute to its economic development. Within the Auvergne-Rhône-Alpes (AURA) region, UCA covers the Auvergne territory with its metropolitan campus in Clermont-Ferrand and its 5 territorial campuses in Aurillac, Le Puy-en-Velay, Montluçon, Moulins and Vichy. These campuses are located at the core of the main employment areas in Auvergne, which has 1.37 M inhabitants and 457,000 salaried jobs. Most notably, the Auvergne territory is also characterized by a 10.1% growth in the number of business creation between 2019 and 2020 (i.e., a total of 11,000 businesses created), compared to +4% at national level<sup>2</sup>.

**UCA cooperates with a large diversity of socio-economic players corresponding to its region’s and territorial industrial specializations.** The AURA region is home to more than 770,000 companies and 67.7% of employees work in VSEs and SMEs with less than 99 employees<sup>3</sup>. In Auvergne, the Clermont-Ferrand metropolitan area is characterized by the importance of the rubber sector, but it also hosts the

<sup>2</sup> Source: Insee, REE (Directory of Companies and Establishments - Sirene).

<sup>3</sup> With 8 M inhabitants, the AURA region is the second largest economic region in France in terms of GDP (€ 240 billion) and employment (12.4% of national employment). Around 50% of its 3.3 M jobs are spread over 4 main basins: Lyon, Grenoble, Clermont-Ferrand and Saint-Étienne. It is also the leading French region in terms of industrial salaried jobs (with 510,000 jobs out of ~3.5 M at the national level) (Insee, Auvergne-Rhône-Alpes).

largest regional players in metal industry (Aubert et Duval), agricultural and food industries (Société des eaux de Volvic) and pharmaceutical industry (Laboratoires Théa), providing numerous opportunities for the university. Montluçon specializes in IT, electronics, electrical equipment and machinery, and in the meat agri-food industries. The Moulins employment zone is strongly oriented towards metallurgy. In Vichy, the food industry (meat processing and spring water) and the luxury leather goods industry are strongly represented. Aurillac has mainly dairy, wood / paper / furniture and plastics industries. In Le Puy-en-Velay, the rubber industry is the main industrial activity, and the textile, clothing and leather industry is still well established.

**Finally, UCA benefits from significant domestic R&D spending in the AURA region**, which amount to € 7 billion, i.e., 14% of the national total (15% for business R&D alone) and 2.7% of regional GDP<sup>4</sup>. 13 of the 56 competitive clusters accredited at the national level are located in AURA, including 8 of their headquarters. In Auvergne, 4,800 people in full-time research equivalents (FTE) participate to R&D activities, of which a third are researchers and two-thirds are research support staff. This is a particularly high ratio (2.3), compared to AURA (0.7) and the national level (0.5), reflecting the specificity of agronomy research. Finally, UCA is one of the 7 universities in the region (including 3 in Lyon) and 40 public and private schools. With more than 220,000 students in universities and more than 72,000 in schools, AURA accounts for 13% of the national total. The changes in enrollment in universities since 2018 are contrasted by academy: increase in Clermont-Ferrand (4.1%) and Grenoble (3%) and decrease in Lyon (-3.7%). In Auvergne, 33% of students come from outside the region (vs. 22.8% nationally). While there is only 12% of foreign students at the national level, this figure reaches 16% in Auvergne. 35.3% of working people aged 25 to 54 have a higher education diploma, however, the Auvergne area represents only 12% of continuing education organizations in the region<sup>5</sup>. This represents opportunities to support the rise in skills and qualification of the territory.

### **1.3 A BRIEF OVERVIEW OF UCA'S SOCIO-ECONOMIC RELATIONSHIPS TODAY**

CAP-Réussite+ will **build and expand upon many existing initiatives to turn UCA's collaborations with the socio-economic world into a strategic axis of its identity**. In recent years, the university has progressively implemented measures directly or indirectly incentivizing the structuring and development of its socio-economic partnerships. UCA has also undertaken numerous actions relating to training and school-to-work transitions, research partnerships, innovation and entrepreneurship, all of which will serve as a basis for the CAP Réussite+ transformation (cf. Fig.1).

<sup>4</sup> Source: MENJS-MESRI DEPP / Information system on apprentices (SIFA), 2019 and DIRECCTE Auvergne-Rhône-Alpes, 2018, latest data available (declarative data)

<sup>5</sup> Sources: INPI 2018, OST, FNAU, HER Ministry.

Fig. 1 Mapping of UCA's main existing levers of interaction with socio-economic players



**Cross-cutting levers for socio-economic collaborations.** The UCA statutes have drawn on the room for maneuver of its EPE status to establish **a governance which largely involves its socio-economic partners**. UCA is the only university in France to have a business leader as chairman of its Board of Directors, and its Executive Board includes a representative of the socio-economic world together with the UCA President and the directors of its 6 institutes. Its Board of Associate Members moreover regroups its institutional partners (higher education institutions, research institutions, health care institutions, CROUS) as well as Limagrain and Michelin. Within its central services, UCA has recently created the **Partnership and Territory Directorate** to coordinate and develop its partnership strategy and boost its local development policy in collaboration with local authorities. The **UCA University Foundation**, headed by a private sector figure and including representatives from business and local authorities, supports our training and research activities through corporate sponsorship and contributes to extending our influence on the territory<sup>6</sup>. The recent structuring of UCA's research labs and training departments within 6 institutes has also been designed to better tailor their positioning to the needs of its socio-economic ecosystem. Our two former IUTs have merged into a new Institute of Technology (3,400 students, 15 training tracks, 6 different campuses), dedicated to the development of innovation projects building on local scientific and socio-economic assets. Regrouping our 3 engineering schools (Polytech Clermont, which relies on its Idefi AVOSTTI project to strengthen its attractiveness, ISIMA and Sigma Clermont), Clermont Auvergne INP has 2,510 students and offers more than 10 engineering specialties in various sectors of physics-chemistry, mechanics and computer science.

**UCA's strong territorial presence in Auvergne** is embodied by its 5 territorial campuses located in Aurillac, Le Puy-en-Velay, Montluçon, Moulin and Vichy. This geographic network is a strong asset to interact and collaborate with socio-economic players and local authorities in the field, and it has notably helped us develop apprenticeships with more than 1,000 partner companies on the territory<sup>7</sup>. At a structural level, UCA has moreover established partnerships or support to public decision-making and development strategies with the Montluçon community for the implementation of its territorial project, with the Puy-de-Dôme department to provide scientific expertise on the preservation of water resources and support farmers in their agricultural transition, and with Vichy to promote a public health project on the prevention of sedentary lifestyles. Similarly, our close relations with local authorities have led to the creation of the Auvergne Institute of Territorial Development (IADT), which operates as a training

<sup>6</sup> Moreover, two public interest foundations, the SIGMA Foundation and the FERDI (Fondation pour les études et recherches sur le développement international), are UCA's partners for engineering development and international development.

<sup>7</sup> Source: Formasup data.



hub regrouping all the professional training courses of the bachelor's or master's degree type on territorial development, contributing to structuring of local development strategies.

**Collaborations in training and on school-to-work transition.** UCA's training departments have long been working on **weaving closer relations with the socio-economic world** in our engineering, technological and management courses of course, but also in other disciplines such as social sciences and humanities (eg. our Master on publishing). At UCA, all students are encouraged to do internships as early as the Bachelor's level. Hundreds of professional guest lecturers contribute to courses and socio-economic partners participate in development councils (*conseils de perfectionnement*) to adjust and improve curriculums. **At Bachelor's level**, innovative pedagogical training initiatives aim at reorienting and professionalizing students. Within the NCU MonPassPro project, the ReoPass initiative allows first-year students to embark on professional training. NumePass, centered on digital openness, allows students to connect with the socio-professional world. **At graduate level**, the SFRI CAP GS project regroups 7 graduate tracks (17 Master's programs, 950 students and 120 PhDs) in a graduate school targeting international development and sustainable production processes, human quality of life, environmental protection, and natural disasters. All tracks build on strong relationships with private companies. For instance, the MPGT track leverages partnerships in both mathematics and physics with world-leading companies (Air France, Toshiba Europe, Thales, Google, IBM, Framatome, Michelin, Yandex, Facebook) and smaller size companies such as Aledia, Agaetis, Deltamu, or Genbio.

UCA is also largely involved in improving **school-to-work transition** for its students. La Fabrique, its Orientation and Professional Integration Service (12.4 FTE), offers support and services such as career fairs and job-dating sessions. Targeted initiatives **encourage students to embark on an entrepreneurial career path**. The *Pôle Entrepreneuriat Etudiant Auvergne* (Pépité PEEA) trains students to entrepreneurial practices, helps them benefit from the National Student Entrepreneur Status and delivers the "student-entrepreneur" diploma (119 students and 13 diplomas in 2019-20). UCA's efforts to facilitate the school-to-work transition are closely monitored by the *Observatoire des Formations et du Devenir des Etudiants* (certified ISO 9001). Results show that 85% of our students with a Bachelor's degree and 80% with a Master's degree are in employment 6 months after graduation. Most significantly, 38% of them work within the company in which they did an internship or apprenticeship in the course of their study.

UCA finally welcomes more than **6,400 continuing education trainees**, for a revenue of about € 5M a year. It is currently developing tailor-made offers adapted to the needs of companies by building specific blocks of skills and diversifying its training material and methods (for instance with innovative "learning expeditions"). Such actions have already been initiated notably with Crédit Agricole Centre France, EDF-AREVA, Limagrain, Valéo, AXA and Tanneries du Puy. UCA is moreover in the process of creating the *Centre de Développement des Ressources en Formation Continue* with its CAP-Rupture project (submitted to the ASDESR call).

**Existing alumni networks** within UCA are mainly local and disciplinary, notably in the 3 Clermont Auvergne INP engineering schools, the IAE School of Management and the CERDI economics laboratory, and they often relate to corresponding national alumni networks (Polytech Alumni, Alumni France IAE). At the university level, UCA Pro is an online professional social network targeting students and former students. 10,178 members have access to internship and job offers. The CAP-Réussite+ project will seek to further support these networks, while building a coherent and ambitious alumni Network at the institutional level.

**Research partnerships.** UCA supports **companies in their research and innovation needs** by mobilizing scientific staff or setting up longer-term collaborative relationships. A central research player in the region, it signs more than 300 research and service contracts each year, among which 37% with SMEs and 23% with large companies. In 2021, these contracts amount to € 7.9M accounting for 12% of UCA's own resources. These partnerships are for a large part centered around our expertise on health and technology, agronomy, territorial dynamics, materials and mobility. To boost its activity, UCA has largely expanded and strengthened such relationships with its socio-economic and institutional partners through the **I-SITE CAP 20-25** project, most notably with:

- **Two agricultural living labs** ("*Grandes Cultures en Auvergne*" and "*Elevage à l'Herbe de Massif*") and a **health-mobility city lab** in Vichy, to promote cooperation between academic, socio-economic, and public players,
- **Technological platforms** dedicated to sustainable production (e.g., AgroTechnoPôle platform for the agro-ecological transition, Herbipôle on sustainability breeding systems, and PAVIN platforms on smart vehicles in various conditions), as well as 8 PIA-funded facilities and equipments<sup>8</sup>. In 2021, UCA Partner has managed 54 external collaborations, providing companies and researchers with access to UCA's 37 technical analysis platforms and technological resources.
- **Shared public-private laboratories** including the "Factolab" laboratory on the digitalization of production equipment and the "Simatlab" laboratory on the modelling of polymers, both developed with Michelin. Joint laboratories on the durability of polymer films, the design of phyto-probiotics targeting overweight and the development of perception models on mobility have also been set up respectively with the Barbier Group, Greentech, and Logiroad and Sherpa Engineering.

Pursuing its mission **to bring science closer to citizens**, UCA has moreover obtained the "*Science Avec et Pour la Société*" label (SAPS) in 2021 from the HER Ministry. The *Maison des Sciences de l'Homme* (MSH) of Clermont-Ferrand, which federates our HSS laboratories, supports UCA in its response to the major societal challenges linked to its socio-economic environment, particularly through studies on the socio-ecological transition and resistance to change.

**Entrepreneurial support and innovation.** **Entrepreneurship** plays an important role for the valorisation of research at UCA, as demonstrated by the creation of 118 research-based or research-related companies over the past 30 years, accounting for € 120M in total revenues and around 1.200 jobs. Over the past 15 years, 27 spin-off companies have been launched, raising over € 60M in capital in 2019 alone. Among these one can notably mention Sol Solution (an SME with 70 employees created in 1992 in the field of civil engineering, € 9M turnover in 2019), Metabolic Explorer (created in 1999, acquired Ajinomoto Europe in February 2021, thereby becoming Europe's first medium-sized company on specific white biotech products), SurGar (founded in 2019 in the field of augmented reality surgery, raised more than € 2M in 2020), Afyren (a white biotech specialist, raised € 60M in 2019 and is one of the Next FrenchTech 120) and Clinic'n'Cell (a start-up founded in 2020, developing an "ex vivo" clinical approach to evaluate the effects of food and nutrients on human health without animal testing).

<sup>8</sup> PHENOME on the effects of climate change on arable crops, METABOHUB on nutrition and the environment, TEFOR on genetic mechanisms, GENIUS on plant biotechnology, BREEDWHEAT on sustainable wheat varieties, ROBOTEX and Tirrex on mobile robotics, and RESIT-CORE for the Earth observation.

A strong recognition of our position as a facilitator along the innovation value chain, UCA was one of the 5 universities in France to have been selected as a **Pôle Universitaire d'innovation (PUI)** in 2021, which identifies pilot university sites that capitalize on their research, training, technology transfer and business creation support players to bring out more innovative projects from public research. In 2019, UCA created **Clermont Auvergne Innovation (CAI)**, a subsidiary dedicated to innovation and technology transfer, which won the SIA (SATT-Incubator-Accelerator) call for projects for the development of Deeptech start-ups in Auvergne. CAI houses detection, incubation and partnership research services. A total of 37 people are currently involved in the innovation, transfer and commercialization initiatives at UCA and the university holds 135 patents.

In 2022, our university has furthermore launched its **UCA Maison de l'Innovation** on the Cézeaux Campus, close to the Institute of Sciences, the University Institute of Technology and Clermont Auvergne INP. Focusing on the detection and incubation of promising projects with a low technology readiness level (TRL), it **regroups all the administrative services and structures dedicated to innovation**, namely Clermont Auvergne Innovation (CAI), the UCA Partnership and Territory Directorate, the UCA Partners service, the UCA Foundation, the Pépite PEEA, and the Auvergne branch of the CNRS Partnership and Development Service. To pursue this dynamic further afield, UCA will open a **Maison Territoriale d'Innovation** on each of its 5 regional campuses in 2023. The activities of the UCA Maison de l'Innovation will be coordinated with the **Parc Cataroux**, a Michelin initiative to turn an old industrial site into a vibrant location with a development Center for Sustainable Materials (CMD) and an Innovation Center equipped with coworking facilities for startups.

## 2 PROJECT DESCRIPTION

Turning UCA into a major player of the development of its economic ecosystem requires to transform our practices toward the socio-economic world. Such an ambition calls for a wide-ranging transformation of our approach to overcome **practical and cultural obstacles hindering collaborations**, with relationships often characterized by mistrust and a lack of reciprocal knowledge. Thus, CAP Réussite+ aims to make **socio-economic relations a constituent part of our identity by initiating profound practices transformations within our community and its territorial ecosystem**. It seeks to **multiply interfaces with the socio-economic world** by optimizing, completing, and scaling up our most innovative mechanisms. The project is tailored to **include and impact our whole community**, leveraging current and former students, administrative, and academic staff, and external partners to embark on a renewed approach towards strengthened collaborations.

CAP Réussite+ is **structured around 5 work packages (WP)** intended as catalysts for change to transform misconceptions and increase the number of collaborations on our core themes and missions.

Fig. 2 The 5 CAP Réussite+ work-packages



1. **The Business Club** WP is conceived as a socialization and exchange interface with the socio-economic world. Focused on SMEs and their ecosystem, its actions will help bring closer academic and socio-economic players by reinforcing their knowledge of each other.
2. **The Training transformation** WP will help increase the number of collaborations by fully integrating socio-economic players into our pedagogical practices, tailoring their input to the characteristics of our different training levels and programs.
3. **The Partnership research** WP aims to increase our research and partnership innovation capacity. While focused on four themes with high innovation potential, our GRIPS will also seek to develop collaborative projects on yet unexplored thematic areas and will be structured to incentivize open innovation and co-construction approaches with users.
4. **The HR policy** WP will seek to encourage and support our academic and administrative staff in their interactions with the socio-economic world to push forward cultural changes within our community, especially targeting misconceptions, renewed objectives, know-how and availability to interact with socio-economic players.
5. **The Alumni Network** WP will allow us to develop and maintain relationships with our former students as they evolve in the socio-economic world, representing an essential level to increase training, research, innovation, and sponsorship collaborations.

## 2.1 WP 1. CREATING THE UCA BUSINESS CLUB

**Key objectives.** Our Business Club will be designed as **a space for socialization and exchange with the socio-economic world**, on issues of training and skills as well as research and development. It will **focus on the SMEs sector**, which account for 68% of salaried employment (compared to 57% at the national level) and 99% of companies in Auvergne. About 47% of SMEs operate in the service industry, 25% in trade, 16% in construction and 11% in the industry sector<sup>9</sup>. They therefore represent a major stake for the development of our territory. The Club will thus be complementary to the I-SITECAP 20-25 project, which focuses on our relations with major groups (Michelin and Limagrain) and Competitiveness Clusters with the objective of developing transfer activities towards industry. Major companies will thus be invited to contribute to the Club, as their presence will provide SMEs with the opportunity for SMEs to benefit from their R&D capacity.

As an interface with the socio-economic world, our Business Club will **reinforce mutual knowledge** between academic and socio-economic players (companies' needs, assets, expertise and services of the university, opportunities of collaborations, etc.) and **help renew social representations** among academics (who tend to fear the mercantile logic of industrial partnerships) as well as among companies (which are too often unfamiliar with university research and perceive its training courses as offering little practical experience to its students). **Socio-economic** players will be more largely involved in **UCA's strategic processes related to its training, research, and innovation missions**, to:

- **Play a key role in the construction of UCA's new training offer** aimed at meeting the skills needs of companies of our territory by combining immediate employability (especially at the Bachelor's level, as often sought by SMEs), with forward-looking and adaptable capacity;

<sup>9</sup> Source: INSEE 2008



- **Contribute to the development of UCA's continuing education offer** within the framework of our submitted ASDESR-CAP Rupture project;
- **Consolidate UCA's position as a key partner for research and development** on issues directly concerning companies, especially around more sustainable production methods from design to use.

**Key actions.** The UCA Business Club will provide its members with a wide range of events and services, designed to provide: (i) **practical information** on UCA's expertise, support services and collaborative projects; (ii) **opportunities to meet** with UCA Vice-Presidents, key support services and leading academics; (iii) **and operational support** to develop our collaborations in both training and innovation.

- The Business Club first will hold **a series of conferences and roundtables** on issues pertaining to SMEs' key concerns and linked to our university's expertise, such as management and HR issues, international development or socio-ecological transitions. These events will be designed to encourage participation and foster fruitful exchanges: they will be free of constraints (free admission, no workload attached), easy to access (in the Learning Center in downtown Clermont and on our territorial campuses through digital channels), organized on suitable schedules, and favoring interactive debates around keynotes or experience feedbacks.
- The Club will also organize **seminars and workshops segmented by industrial sectors** to focus on the concrete needs of member companies in terms of skills and innovation. Interactive by nature, these events will typically gather socio-economic players, academics and students around specific issues with problem-based and creative design-thinking approaches, in order to help initiate fruitful collaborative projects in training and research. They will be held in Clermont-Ferrand, but also on our 5 territorial campuses (Montluçon, Aurillac, le Puy-en-Velay, Vichy et Moulins), in order to better connect with the socio-economic specificities of the Auvergne territories.
- The Club will also set up and organize an annual **Corporate Citizenship Forum** dedicated to the dialogue and examination of ideas and practices related to the environmental, social and governance dimensions impacting corporate strategies in their approach to sustainable development issues. These entries will give rise to an annual call for projects aiming to allow seminars, conferences, workshops, surveys, and scientific publications, but also the production of deliverables such as documentary or artistic productions, exhibitions, joint activities of researchers and employees, etc. The Forum will be opened to all interested stakeholders, including local, national, and international companies, but also trade association such as the "Entreprendre Auvergne" Network, the the federation of Auvergne-Rhône-Alpes companies dedicated to social inclusion, and Social and Solidarity Economy players.
- These events will be supported by **digital resources** with a newsletter offering key information and advice on UCA's activities and services and on opportunities for collaboration. As a major transverse device of CAP Réussite+ for exchanges with the socio-economic world, our Business Club will be fully involved in the implementation of a partnership relationship management tool (CRM) for UCA, to optimize all its partnerships, particularly in the context of the evolution of its continuing education offer, and to make these contacts a relay for its development.

These events and services will help boost partnership collaborations by offering practical information, social links, exchanges and support. UCA Vice-Presidents and key services in charge of socio-economic relations, training (initial and continuing education, as well as professional integration), research and

innovation will participate on a regular basis. On training, these events and services will focus on UCA's teaching offer as well as internships, work-study placements, and professional interventions in academic programs. On research and innovation, the Club's services will focus on UCA laboratories' expertise that companies could access through the development of the Plug-In-Labs initiative which connects private companies and research structures, the use of UCA Partner's technological platforms, the Cifre scheme (which allows PhD students to work part time in a company for their research), as well as on scientific advisory missions and funding opportunities for collaborative projects.

The Club will furthermore play a key role in the **development of UCA's initial and continuing training offer** which will be renewed to build UCA's next Institutional contract with the ministry (2026-2030) in line with the next evaluation of our University by the High Council for Evaluation of Research and Higher Education (Hcéres). Prospective reflections will first be carried out within each of our 6 Institutes, with the participation of Club representatives. As a member of the UCA's Executive Board, the President of the Club will contribute to the inter-institute arbitration and to the adoption of the new training offer. The Club will also be represented in the Training Commission of the Territorial Coordination of Higher Education and Research Institutions, which coordinates the training offers of all higher education institutions on the academic site. Finally, the Club will act as an entry point to better grasp the needs and expectations of companies and thus contribute to the transformation of the UCA's continuing education offer within our Continuing Education Development Centre. This service will be set up by our ASDESIR-CAP Rupture project to boost UCA's continuing education activities by enriching our professional training catalogue and our marketing capacity.

**Membership development** will be a key priority in the implementation of our Business Club. Members will initially be recruited through the consular bodies (CCI, Chambers of Trade) and competitiveness clusters that are partners of UCA (see letters of support). This will help to target members according to their activity sector. Membership will then be developed by drawing on the contacts of our Institutes), our 5 UCA territorial campuses, and our academic structures closely linked to the socio-economic world such as the IADT training hub devoted to territorial development (see section 1.3). Members will be able to approach new companies through co-optations to create a knock-on effect within their fields and sectors of activity, and then between sectors. This dynamic will rely on the sharing of successful experiences of cooperation between UCA's academic staff and socio-economic players.

**Governance.** The Business Club will be directly linked to the UCA Presidency and will share its offices with the Alumni Network. It will benefit from the facilities of our Learning Center for meetings and interviews. The Club's governance will be headed by a **President** from the SMEs' socio-economic world, who will also serve on the UCA's Executive Board, and a full-time **Director** from the University, who will manage the day-to-day operations. The Club will be steered by academic and socio-professional members (see Section 3.1). The implementation of the Club's activities will be ensured by a small support team, attached to our Partnership and Territory Department and working in close connection with our *Maison de l'Innovation* and our *Maisons Territoriales d'Innovation*. A **charter** will describe its objectives, membership and operating rules as well as its values, principles and ethics.

## 2.2 WP2. TRANSFORMING OUR TEACHING AND LEARNING PRACTICES

**Key objectives.** Making socio-economic collaborations a constitutive axis of UCA's identity as a collaborative university requires not only involving socio-economic players in the construction of our training offer, but also transforming our very teaching and learning practices to multiply their

interactions with our students and academics. While many of our training courses already offer a wealth of such pedagogical practices (cf. section 1.3), they still apply to a limited number of students, and are often confined to our professional degrees or concentrated at the end of their study paths. The challenge in this respect is **to turn socio-economic collaborations into a widespread and defining feature of our training and learning practices at UCA** to better prepare our students for successful professional careers and help companies better understand our students' skills, potential and aspirations. Transforming our teaching and learning practices to multiply interactions with socio-economic players will concretely **provide our students with manifold opportunities to:**

- **Develop a practical knowledge of socio-economic players and practices** through increased interactions in the course of their study, which will allow students to meet companies and potential future employers, better understand their culture and expectations, and start to develop their professional Network;
- **Acquire the practical skills and experience valued and sought for by future employers**, such as teamwork, creative thinking, intrapreneurship, time management and the ability to apply their academic knowledge to concrete professional situations and issues;
- **Mature their professional plan** and develop cognitive ability to bridge the gap between the academic and socio-economic worlds and project themselves into their future career path.

The action will cover **our whole training offer from the Bachelor's to the graduate level** while taking into account the specificities of our different disciplines and levels of training. At **Master's level**, it will particularly lean on the advanced training courses developed within our SFRI CAP GS project with the dual objective of socio-economic collaboration and international attractiveness (cf. section 1.3). Specific attention will also be paid to our **PhD students**, as the PhD degree still remains largely undervalued by socio-economic players in France in comparison to other countries<sup>10</sup> and as around 35% of our PhD students actually pursue careers in the socio-economic world after their graduation.

**Key actions.** Transforming training and learning practices in a sustainable manner is a demanding challenge, especially given the cultural gap which still separates the academic and the socio-economic world. Such an ambition must avoid any sense of “top down” direction as it requires significant commitment from our community. CAP Réussite+ will in this respect combine incentive, support and evaluation actions to bring about change and institutionalize innovative activities such as:

- **Collaborative training activities** involving socio-economic players, such as hackathons and business challenges, shadow comex, student collective projects and expertise missions,
- **Part-time teaching by socio-economic Associate Professors** (cf. section 2.4), fully integrated in our training teams and able to pass on their professional knowledge and experience to our students as well as academic lecturers
- **New curricula and timetables** to facilitate teaching by socio-economic players, to make more space for internships and/or allow for work-study programs,
- **High-visibility job fairs and informal meetings** (roundtables, forums, company visits, ...) around key socio-economic issues pertaining to the field of specialization of our partners.

These actions will benefit from the facilities of our **Learning Center** that will open at the beginning of the 2024 academic year. Dedicated to the **development of new training tools** and housing the Training Innovation Service *Pôle IPPA*, the Orientation and Professional Integration Service *La Fabrique* and

<sup>10</sup> [Le Monde](#), 2017, *Doctorat et PhD, des valeurs sûres à l'international*.

UCA's documentary resources, the Learning Center will also offer reception areas for events, meetings and screenings that go beyond the university framework by opening up to both socio-economic players and citizens.

**(1) The CAP Réussite+ call for projects.** A specific call for projects will be launched annually to **support ambitious transformative projects built in partnership with socio-economic players** and aiming at providing our students with opportunities to interact and engage with companies in the course their studies. Inspired notably within our Business Club activities (cf. section 2.1), these 3-year projects will be selected by a jury combining academic and socio-economic players, relying on a set of criteria including the transformative ambition of the project, the quality of its partnerships, the number of students involved, its financial sustainability and its capacity for dissemination within the university. They will be centered on the UCA's thematic signature - Designing sustainable living and production models - to contribute to its role in the training of future generations able to overcome the challenges of the major ecological and societal transitions we will face. Each will benefit from financial support ( $\leq \text{€} 80\text{k}$ ) and specific support from our *Pôle IPPA* to be able to develop an ambitious student-centred pedagogical project combining innovative collaboration activities.

**(2) The CAP Réussite+ Engineering degree on sustainable production models.** Drawing inspiration from distinctive degrees offered at Western Sydney University and the Université Catholique de Louvain, CAP Réussite+ will create a flagship training offer in sustainable engineering and corporate social responsibility. Positioned at the heart of our thematic signature, it will strive to answer a fast-growing demand among our industrial partners (large groups, SMEs and mid-caps), for a **new generation of engineers mastering both the technical and management skills necessary to address the environmental transition** in their design and production processes. **Co-constructed with our main socio-economic partners**, its skills-based approach will combine student collective projects, real-life expertise missions and internships, especially in their R&D teams. Up to 30% of its courses will be taught together by academics and socio-economic Associate Professors. Targeting our most promising students, this three-year curriculum will also be **offered as a work-study program** to better prepare our students to their future professional life and help those for less advantaged backgrounds to afford long-term studies. Moreover, some core training modules (ca. 30 ECTS) will be offered as complementary teaching units to our students engaged in other degrees, generating a wider transformation of our training offer. Finally, teaching units provided within the framework of this diploma can be used through on-going vocational training and capitalized on for a certified skills gain. This training offer on sustainable production models will be set up and run by Clermont Auvergne INP in close cooperation with UCA School of Business (IAE), and it will moreover be integrated in the UCA continuing education catalogue.

**(3) The CAP Réussite+ training development support scheme.** Combining training courses and communities of practice, this support scheme will help our lecturers **train on the methods, tools and procedures to develop and sustain training collaborations with socio-economic players** in terms of teaching and assessment (hackathons and business challenges, shadow comex, student expertise missions, ...) and partnerships (internships, work-study programs, Cifre PhD grants, sponsorship, ...). It will also encourage experimentation and facilitate the sharing of experience, tools and formats. It will mobilize academic lecturers as well as socio-economic players with intensive experience in the field, in articulation with our *Pôle IPPA*. While open to all our faculty, these courses will be included in the

training program of all our new lecturers and will associate the training teams laureate of the CAP Réussite+ call for projects and their socio-economic partners.

**(4) The CAP Réussite+ training evaluation scheme.** CAP Réussite+ will finally support research-based evaluations of the most promising teaching and learning practices involving collaborations with socio-economic players. Such evaluations are essential both **to give confidence and to ensure lasting changes within our community**, as they help formalize and refine methods and tools, demonstrate their added value for student learning and promote them within our community. They will particularly focus on the practices and methods developed through the CAP-Réussite+ call for projects. Mobilizing our researchers in educational science, sociology and management, this scheme will draw on the experience gained with our I-SITE *Learn'in Auvergne* program, which assesses the effects of pedagogical and digital innovations within our university. Conducted in an action-research approach, these evaluations will involve the various stakeholders and will question the relevance and effectiveness of their practices, particularly with regard to student commitment, satisfaction and integration into the job market. UCA will draw on their key findings to **focus its dissemination activities on the methods and tools offering the best results** in terms of student learning and professional integration. This evaluation scheme will help improve our student feedback processes to better take into account their interactions with socio-economic players. It will also increase our ability to develop their practical skills, help them learn more about the business world and prepare them for successful careers.

### 2.3 WP3. BOOSTING OUR CAPACITY FOR PARTNERSHIP RESEARCH AND OPEN INNOVATION

**Key objectives.** Partnership research and open innovation are key levers for our ability to innovate, contribute to our territory's development and help answer the daunting challenges our society faces. However, 83% of French companies currently don't consider collaborating with public research, with 26% of them perceiving procedures as too cumbersome, 15% fearing results will be too long to obtain, and 10% feeling they don't have sufficient financial resources (Opinionway study, 2021). We aim to address this challenge by bringing together academic and industrial players within **Groups for Participatory Research and Innovation (GRIPs)** focused on key thematic fields for the design of sustainable living and production models.

These pilot structures will be key levers for **transforming research and innovation practices within our university**. Drawing on inspiring examples in France and abroad<sup>11</sup>, the GRIPs will be based on **3 key principles to help overcome the fragmentation that currently hinders innovative and large-scale public/private projects**:

- **Interdisciplinarity.** Our socio-economic partnerships are mostly based on bilateral actions between a researcher (or a team) and a company. However, our partners' concerns often span several scientific fields which are rarely connected to each other. By bringing together several research teams on the same topic, GRIPs will help us reach across disciplinary boundaries to develop comprehensive research and innovation projects to better answer their needs.

<sup>11</sup> The GRIPs have particularly been inspired by the Y. Spot collaborative open innovation center in Grenoble (which makes CEA technologies and resources available to companies), the Paris Innovation Campus in Saclay (which relies on an open innovation strategy for Air Liquide's largest R&D center) and the Fraunhofer Gesellschaft, which is based on research contracts with industrialists and constitutes a model of partnership for applied research.

- **Open innovation.** Our partner companies, especially SMEs and mid-caps, often face similar innovation challenges, but they often develop separate, small-scale collaborations which limit collective innovation and cross-fertilization. The GRIPs will strive to bring together all the players in a given thematic field in order to overcome this fragmentation and enable fruitful synergies.
- **Participation.** Innovation processes in France often lack sufficient participation from users and stakeholders to yield significant societal buy-in and thus successful products. Indeed, between 70% and 90% of newly introduced products fail to establish their consumer base (Harvard Business Review, 2006). Our GRIPs will all be based on a participatory approach that will associate users and stakeholders at an early stage and throughout the innovation process to foster co-construction and ensure the relevance and acceptability of the solutions they will develop in response to major societal needs.

**Key actions.** CAP Réussite+ will support the establishment and development of our GRIPs throughout the research-innovation continuum:

- **Ideation.** While initially focused on 5 thematic areas with high potential for open innovation and with already well-established socio-economic partnerships (cf. box n°1), the work-package will be designed to bring out projects on new thematic areas intended to become emerging GRIPs. Selected on the basis of scientific potential, business needs and user acceptability, these areas will be supported through exploratory workshops to bring together and initiate exchanges among manufacturers, researchers and consumers and/or citizens. Citizens will naturally particularly contribute to the university's theme "designing sustainable living and production models".
- **Projects.** CAP-Réussite+ will support collaborative research and innovation projects initiated and developed by research teams and their socio-economic partners, contributing to the establishment and development of long-term structuring partnerships (3 to 5 years) around a common scientific program, joint research teams and a participatory approach to assess the acceptability and impact of their deliverables. Funds will be primarily focused on the start-up of GRIPs cementing collaboration between the stakeholders through the joint recruitment of doctoral students (Cifre PhDs) and post-doctoral fellows.
- **Platforms.** With the help of the State-Region Plan Contract (CPER) and the European Regional Development Fund ERDF, CAP Réussite+ will also support the upgrading of our current technological platforms and the installation of new state-of-the-art infrastructures within our GRIPs to help boost our partnership collaborations. Building up on our UCA Partner service (cf. section 1.3), these platforms will rely on the recruitment of shared technicians and engineers to increase the quality of service (ISO quality standard) and enable ground-breaking technological advances.
- **Development.** One of this action's key challenges is to help our GRIPs become financially self-sustainable through the mobilization of resources from the private sector and local authorities, the valorization of their research activities, and national and international calls for tenders, especially at the European level. CAP-Réussite+ will help coordinate and streamline all the UCA support services to that end.

A **GRIP support service** will be set up within our *Maison de l'Innovation* to define, implement and share procedures and methods that meet the SMEs' demand for flexibility and responsiveness.

- For detection and incubation (low TRLs), the support service staff will rely on all the UCA services housed by the *Maison de l'Innovation*, in particular our Partnerships and Territory Department, our UCA Partner service, the UCA Foundation, the Pépîte PEEA, and our valorisation subsidiary CAI.
- Once GRIPs projects reach the demonstration and industrialization phases (high TRLs), the GRIP support service will liaise with the **Parc Cataroux** where there are equipped industrial spaces. Parc Cataroux will host a CAI branch for the transition from deeptech startups to industrial startups and the "Sustainable Materials Center" (CMD), a development center promoting the circularity of polymers and composite materials. Hosting biotech companies such as Carbios as well as start-ups and SMEs, the CMD will notably enable the development of new processes resulting from the GRIP for Sustainable Materials.

Thus directly connected to the *Maison de l'Innovation* and *Parc Cataroux* facilities, the collaborative research developed within the GRIPs will provide a definite impetus for our partnership research and open innovation capacity and help establish Clermont-Ferrand as a distinctive place in France for R&D focused on the design of sustainable living and production models.

#### **Box n°1. Our first 5 GRIPs**

**GRIP for sustainable materials for industry.** This pilot GRIP is beginning its operational phase. It is powered by the companies of the CMD Sustainable Materials Center in the Parc Cataroux (cf. section 1.3 and letters of support) and focus on the circularity of polymers and composite materials. It will combine the activities of our shared laboratories with Michelin on sustainable materials (Factolab, Simatlab and a new shared laboratory on the biodegradation of polymers), with work on: (i) biopolymers, biobased materials and the creation of model systems based on oligomers, (ii) reuse/recycling of polymer materials, and (iii) surface treatments of polymers to control their wear properties. In parallel, work will be carried out on the economic analysis of the transformation of sustainable materials sectors and value chains, with particular emphasis on their environmental and social externalities, the geographical location of the various stages of the production/processing cycle and its effects on international trade.

**GRIP for sustainable agroecosystems.** Based on strengthened partnerships with large groups (Limagrain, GreenCell, Lallemand), start-ups, farmers and citizen associations, this GRIP will increase the resilience and sustainability of the region's major agricultural systems, thereby addressing performances in terms of production, environment protection and societal expectations (quality of products, animal welfare, ...).

**GRIP for autonomous vehicles and systems.** This GRIP will strive to progress towards the technological challenges faced by our private partners (Logiroad, Renault, Michelin, Sherpa, Ligier, Sabi Agri, ...) by mobilizing our skills in robotics and artificial intelligence in a sustainable development perspective. It will question the uses of new technologies in this field and the transformations they can generate at the individual, societal and institutional levels.

**GRIP for microbiota and nutrition-health.** Our partnerships with companies such as Biose, Pileje, Lallemand and Greentech will form the basis of a GRIP focusing on the composition of the gut microbiota and the factors that affect it, and how to modulate it using prebiotics and probiotics. Also, our interactions with public parties (local and public authorities) and the socio-economy of health (including mutual health insurance companies) will allow us to promote nutrition to improve health

**GRIP for water quality and health impact assessment.** This GRIP will focus on the quality of water, the quantity of the resource and its impact on health. It will associate academic research laboratories in a multidisciplinary approach, local authorities to accompany them in their choices in resource management, and socio-economic partners (on thermalism and treatment) to consider technical solutions that will associate citizens to raise their awareness and involve them in the work carried out.

## **2.4 WP4. IMPLEMENTING A DYNAMIC HR POLICY FOR SOCIO-ECONOMIC COLLABORATIONS**

**Key objectives.** Human resources (HR) management is an essential transformation lever for any university. CAP Réussite+ will focus on developing a dynamic HR policy **to encourage and support our academic and administrative staff as they interact and develop collaborations with the socio-economic world** on training (initial, continuing and apprenticeship), research and innovation. This policy will be designed to push forward cultural changes within our community, especially targeting misconceptions, renewed objectives, know-how and availability to interact with socio-economic players. This HR policy will specifically target our **academic staff** (teacher researchers, researchers, teachers, postdoctoral and doctoral students), but will also include our **support staff** (engineers, technicians, administrative staff) when appropriate. The overarching goal is to provide them with a better **understanding** and knowledge of the socio-economic world, improved **skills** and **know-how** to develop collaborations, and the **time** to pursue such partnerships. This policy will thus support the full deployment of the other work-packages of CAP Réussite+.

Our HR policy will build on UCA's current HR policy, designed to incentivize recognition and valorization of staff commitment (through harmonized compensation policy for the university's various bodies and members), to support all staff during their career, and to safeguard their commitments to public service values. To build on these strengths, an internal HR survey will be conducted within the university to identify potential obstacles (academic field autonomy, social dialogue needs, etc.) to collectively design and structure an ambitious and dynamic HR policy.

**Key actions.** This HR policy will build on the university's experience and will leverage already-existing tools within the university or at our partner research organizations. It will seek to implement a **talent strategy by strengthening and developing our awareness, incentive, recruitment and career development mechanisms**. This policy will be based on 3 complementary mechanisms.

**(1) An awareness and training program** to help our academic and administrative staff and our students develop and improve their interactions and collaborations with the socio-economic world. This program will leverage our experience acquired through the socio-professional modules of our doctoral programs and the actions carried out respectively by our innovation subsidiary (Clermont Auvergne Innovation CAI) and Pépite PEEA (*Pôle Entrepreneuriat Etudiant Auvergne*) to promote innovation and entrepreneurship. It will mobilize tools such as webinars and round tables with socio-economic players to raise awareness of the societal challenges of the socio-ecological transition related to sustainable production (natural resource management, energy and its rational use, transportation, etc.) and train our staff in the tools for cooperation with the socio-economic world.

**(2) An incentive system** to encourage all academic staff to engage in collaborations with the socio-economic world. This system will focus on training (initial and continuing education and apprenticeship), and on research partnerships and innovation. It is designed in close coordination with the continuing education and European (through the HEUR collaborative projects) dimensions of our



CAP Rupture project. This system will take different forms (teaching leave in line with the HETD reference system, incentive remuneration, etc.) depending on the activities but will always seek to help our academic staff invest additional time in the development and strengthening of partnership projects. To initiate the profound transformation sought, CAP Réussite+ will initially fund bonuses before the UCA takes over in a second phase with reward mechanisms from the income of the continuing education offer and European projects.

**(3) A career valorization system** structured mainly around challenges of contractual and permanent recruitment, and of promotion and mobility between the university and companies. It is composed of:

- **A recruitment and promotion lever** for permanent and contractual positions, which will be complemented by simplified procedures and tools to recruit contractual staff to facilitate the involvement of socio-economic players in our training programs.

Concerning permanent staff (professors and lecturers), we seek to allocate 20% of the tenured positions open for UCA employment campaigns to CAP Réussite+ labelled job profiles integrating innovation and R&D, as part of the annual dialogues between the UCA and its Institutes. These job profiles will benefit from environmental measures, including assistance in taking up their duties and a reduction of the teaching hours by 1/3. A second objective will be to increase the number of associate professors PAST (UCA currently has about 40 to 50 PAST), who work part-time in a professional activity. These positions will be dedicated to people employed in the business world and will rely on financial incentives to attract them. A lever for promotion will also be considered through the mobilization of professorships opened under article 46-3 and managed directly by the University, which will consider the personal investment of lecturers in the development of socio-economic partnerships within the institution, particularly in terms of training and innovation valorization.

Concerning non-permanent staff, the CAP Réussite+ HR policy will be structured around a talent program attractive to young researchers, post-doctoral students and high-potential scientists and technicians, whose recruitment by the CAP Réussite+ project teams will be linked to the research and training objectives of the project. This policy will concern the candidates for post-doctoral projects defined by the "Partnership research" and "Training transformations" work-packages. Through a specific call, candidates for post-doctoral fellowships on independent partnership research and/or technical project of the applicant's choosing will broaden and strengthen UCA's interaction mechanisms with its economic environment.

CAP Réussite+ will also promote the creation of public-private research and teaching chairs with the support of the UCA Foundation, on themes related to the socio-economic world. Candidates will be selected according to the quality of their project and contribution to the development of the Territory. Selected projects will be partly funded by the socio-economic partner and through sponsorship.

In order to help doctoral students prepare their thesis in a professional setting, CAP Réussite+ will also support the preliminary work of laboratories and companies wishing to co-develop an R&D project within the framework of a partnership thesis subsidized by the ministerial CIFRE program<sup>12</sup>.

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<sup>12</sup> The CIFRE scheme for industrial research training agreements subsidizes any company under French law that hires a doctoral student to work in a research collaboration with a public laboratory.

- **A mobility lever** to foster bilateral exchange between the academic and socio-economic worlds over significant periods of time. Onward and outward mobility measures will comprise immersion programs for researchers and lecturers in companies, enabling additional cooperation opportunities on innovation programs. Meanwhile, invited staff from the socio-economic sphere will be hosted by academic laboratories. We will also put in place a system allowing teacher-researchers to benefit from a period of exemption from teaching of at least 6 months to deepen, begin, or finalize projects reflecting the commitment to socio-economic partnership, on the same model as the CRCT/CPP leaves for research or pedagogical commitment granted annually by UCA. The challenge will be to coordinate all measures at the university level in an employment campaign by overcoming the identified obstacles (multiplication of teaching leaves, guarantees on the conditions of return to the academic environment, etc.).

## **2.5 WP5. BUILDING AND COORDINATING THE UCA ALUMNI NETWORK**

**Key objectives.** Our alumni Network will allow us to **develop and strengthen our relationships with our former students** and UCA staff in France and internationally, as they evolve in the socio-economic world. This represents a great opportunity for UCA to connect to 70,000 former students<sup>13</sup>. The Network will therefore gather public and private players to encourage their interaction and foster the - development of public-private collaborations and partnerships.

A primary goal of the Alumni Network will thus be to act as a lever to **expand and diversify our collaborations with our partners** within the socio-economic world. Through our Network, former students embarking on their professional career will regularly be in direct contact with the university, allowing the institution to develop closer ties with a great diversity of partners. Overall, the alumni Network will promote close contacts with socio-economic players in terms of:

- Training (part-time readers, projects, internships, orientation services, etc.)
- Research and innovation (collaborations, research partnerships, innovation projects, etc.)
- Sponsorship (ties to UCA foundation).
- Professional integration (job offers)

Finally, the alumni of our Network will become volunteer ambassadors of our university, especially to potential future students

**Key actions.** The UCA Alumni Network will **build on our existing alumni Networks** at the school and faculty level (cf. section 1.3) to structure a comprehensive Network offering a wide range of services to all its members. This endeavor will also draw on the examples of Sorbonne University, Aix-Marseille University and Strasbourg University, which following their recent structuring have started to develop alumni Networks. Creating an alumni Network also aims at **embracing the already existing sense of belonging** to UCA. Strengthening this dynamic is an important step towards the structuring of UCA, indicating its capacity to be identified as a renowned institution embodying specific values.

The UCA Alumni Network will propose **a set of dedicated services**, both online and in-person:

- **Networking.** The primary goal of the Network will be to offer an online directory to help alumni connect and current students contact them for advice and career choices, leveraging the sense

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<sup>13</sup> 70,000 is the total number corresponding to UCA graduate students (50,000) since its creation in 2017 and to members (20,000) of the existing faculty and school alumni Networks

of belonging towards the University. The directory will be accessible to all former and current students to encourage connections and dialogue. Current students will be incentivized to connect with alumni specifically to discuss their future career orientation. From the university's perspective, this service will also serve as a great lever to find interesting guest speakers to contribute to courses. Overall, this initiative will ease the transition from school to work by bringing real-life experiences to students.

- **News section.** This webpage will allow former students to remain in close contact with UCA activities and potentially participate in its events. In addition to news about the university life and sustainable living and production models, this section will post a calendar of future events organized by the alumni Network itself. This calendar will regroup all events organized by the different groups of the Network to display a synthetic but comprehensive view of its functioning.
- **Career services.** Building up on our existing UCA Pro (cf. section 1.3), the UCA Alumni Network will provide our students with **job and internship opportunities** listed by partner companies, which will be invited to create professional accounts on the Network to access the job board and post jobs. Students will be able to apply directly on the platform. This will also allow UCA to develop its relations with recruiting companies. In connection with the *La Fabrique* orientation service (cf. section 1.3), **career development support** will also be offered to our students and alumni. This will include online resources with tutorials and documents for students to build their resumes and prepare for interviews. In-person activities will also be proposed, such as resume writing sessions and mock job interviews.
- **Involvement opportunities.** By leveraging the UCA Alumni Network directory, the university will mobilize alumni to contribute and participate in a diversity of initiatives. For example, alumni guest speakers will be invited to classes to present their career and experiences. This will bring precious insights from the socio-academic world to students while allowing them to directly identify with inspiring success stories and career paths. Additionally, Alumni could be incentivized to become involved within the university community by participating in students' project as external contributors and mentors. Specific initiatives such as *Les Cordées de la Réussite*<sup>14</sup> could later also be implemented.
- **Access to additional services.** As members of the Alumni Network, former students will be granted access to a large range of online services, such as the University Library online resources, a lifelong email address and access to online newspaper services. Privileged access to continuous training programs will also be offered to further incentivize members to pursue their training at UCA. Finally, as part of our I-SITE Campus Auvergne program, members will have privileged access to all our cultural events.

Different tools will be mobilized to build such an offer. The online platform will be built in coordination with a private partner (such as Edifixio or AlumnForce) specialized in such Networks, bringing valuable insights on its structure and outlook. The structuring of the Network will require to carefully articulate all university's levels in order to build on their characteristics while incentivizing their structuring and development. In this context, the platform will enable subgroups defined by school and themes to leverage already existing Networks (cf. section 1.3) while building a UCA-wide Network.

<sup>14</sup> The *Cordées de la Réussite* program creates a "bridge", a continuum of orientation between high schools and an university. It is a global accompaniment from the 4<sup>th</sup> grade to high school and on to higher education.

Communication tools will also be set up to share the Network’s activity and incentivize stakeholders to participate. A quarterly alumni newsletter will be created. It will be distributed to the lifelong e-mail addresses granted to the members of the Network and current students. It will include information about events and opportunities to get involved. Each newsletter will have a specific theme with interviews of alumni working in the targeted sector.

In addition to these online tools, in-person events will be organized by the Network. An annual gathering of the Network members will be held on a different campus each year. The university president will be invited to talk on the future perspectives of UCA. As with the newsletter, each event will have one or two themes to which guest speakers will contribute. These events are intended to maintain a sense of belonging to UCA and potentially develop new partnerships with socio-economic players. Other events will seek to bring together Network members and current students to promote dialogue. These will take the form of conferences centered on specific themes around sustainable living and production models. In addition, job fairs, organized with La Fabrique, will allow students to meet and discuss with private companies represented by former students. CAP Réussite+ thus aims to **build a structured and functioning Network** designed as a service directly linked to UCA Presidency and benefiting from the facilities of our Learning Center for its activities. It will operate with a team composed of a director of alumni relations, an online Network and partnerships officer, a marketing and communication officer and an events Officer. Registration to the Network will be free of charge and will give access to the Network directory, news web pages, online services and job offers, newsletter, etc. A premium offer of € 50 per year will give access to all the benefits of the Network, including exclusive and reserved events, the Network magazine, personalized HR advice and the company directory.

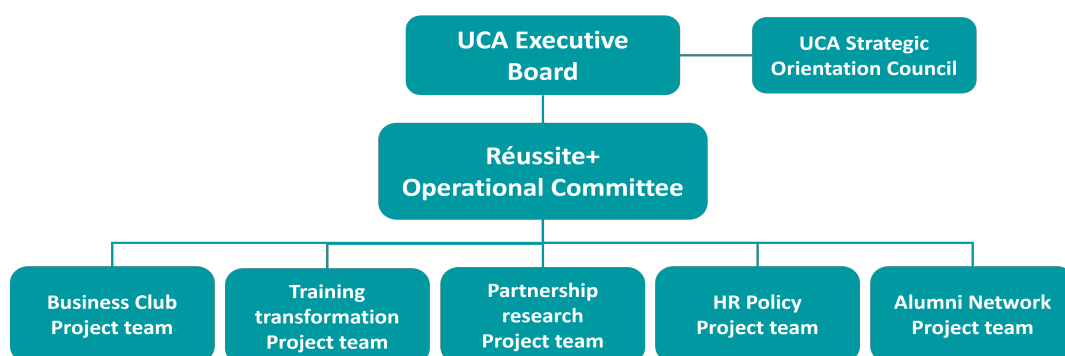
### 3 MANAGEMENT FRAMEWORK

#### 3.1 GOVERNANCE

The governance of CAP Réussite+ has been designed to be:

- **Inclusive** with a greater presence of socio-economic and student stakeholders, who will fully participate to UCA’s renewed approach towards the socio-economic world.
- **Simple and effective**, with strategic orientations and budgetary decisions taken by UCA’s governing bodies seating in specific configurations to steer the project.
- **Flexible** to allow effective management of the project while informing all decision-making levels of its progress.
- **Guided by independent reviews**, with recurring external evaluations and an annual progress review mobilizing our communities to strengthen the participatory dimension of the project and its ownership by our communities and stakeholders.

Fig. 3. CAP Réussite+ governance



At the strategic and decision-making level, two bodies will steer the implementation of CAP Réussite+:

- **The UCA Executive Board** will define the project’s strategic orientations, provide recommendations, and control its quality as it unfolds. It is composed of 12 members, with the President of UCA, the Institute directors, the Vice-presidents of the three central councils, the Student Vice-president and will include the president of the Business Club as the representative of the socio-economic world. It meets at least twice a month and will invite the project partners (CNRS, Inrae, Inserm, VetAgro Sup, AgroParis Tech and Michelin) 2 to 3 times a year to allocate resources and monitor its execution. Decisions will be made via simple majority votes.
- **The Strategic Orientation Council (COS)**, an independent advisory council on UCA development strategy, will conduct a thorough annual assessment of the articulation of CAP Réussite+ with UCA’s major development and internationalization objectives. It is composed of 5 outside experts with international experience, including one from the business world.<sup>15</sup> For the evaluation of CAP Réussite+, it will be assisted by the expertise of a representative of confederations and consular chambers of SMEs in the region (CPME and CCI).

At the operational level, the **Vice-president in charge of UCA structuring projects** (CAP Réussite+ project manager) will supervise the Operational Committee in close coordination with the Executive Board, to ensure the implementation of the WPs. He will be supported by an administrative manager, responsible for leveraging UCA’s administrative services and its partners to implement the project. The financial management of CAP Réussite+ will be operated by UCA’s budget and finance department. The Operational Committee and the Project Teams will implement CAP Réussite+:

- **The Operational Committee** monitors the day-to-day progress of the project until its completion. Chaired by the Project Manager, it will include the administrative manager, the coordinators of the 5 CAP Réussite+ WPs, 2 students elected by the *Commission de la Formation et de la Vie Etudiante* (CFVU) and 2 SMES representatives from the Business Club. Monthly meetings will be held to monitor the project’s progress.
- **The Project Teams** will ensure the -operational implementation of the work-packages. Project teams will receive support from CAP Réussite+ in various forms: financial support, publication of calls for tender, and for the main strategic actions of the project, support staff.

### CAP Réussite+ work-packages project teams

#### *Coordinators and stakeholders involved*

**Business Club:** the Vice-president for innovation and relations with the socio-economic world (coordinator); the Director of the Business Club; the DGA for partnership and territory; the Head of UCA foundation; 3 representatives of sector-based SMEs

**Training transformations:** the Vicepresident for training (coordinator), the Clermont Auvergne INP Director of training and student life, the Student Vice-president; the Administrative director (DGA) for support services; one representative per institute, one SMEs representative

**Partnership research:** the Vice-president for research (coordinator); 3 representatives of the academic, socio-economic, and user partners for each GRIP

<sup>15</sup> Stéphane Berthet, vice-rector of the University of Geneva; Michel Eddi, CEO of CIRAD, Jean-Marc Monteil, former Director General of Higher Education; Carine Bernault, President of Nantes University; Cathie Vix-Guterj, Director of Strategic R&D Anticipation at Total.

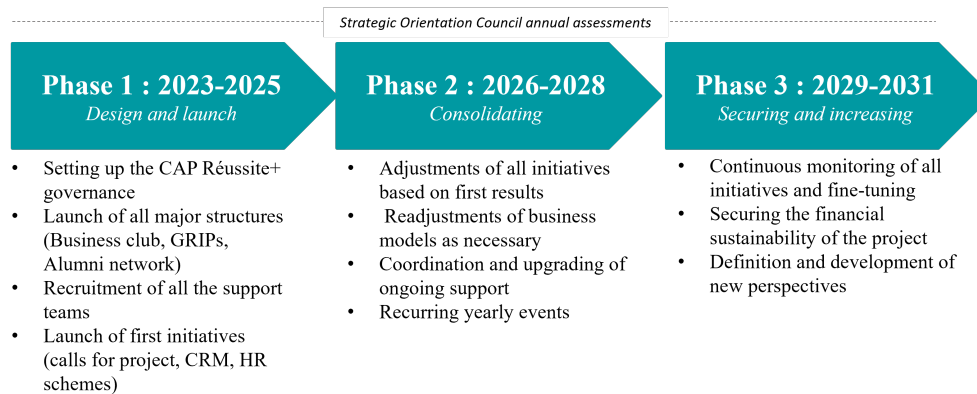
**HR policy:** the Vice-president for HR and means (coordinator); the DGA for resources; the Head of council of teachers and research staff CP2E (in charge of the promotion and recruitment of the University staff); one representative per institute

**Alumni Network:** the Vice-president for university life; the Director of the UCA Student life Service; the Head of the orientation and professional insertion service (*La Fabrique*); 3 representatives of alumni associations of UCA departments; one representative per institute

### 3.2 IMPLEMENTATION ROADMAP

CAP Réussite+ is divided into three phases over 8 years. The Design and Launch Phase will allow all work-packages to get started, especially with adequate recruitment and the launch of structuring initiatives such as the Business Club, the Alumni Network or the first GRIPs. During the Consolidation Phase, all initiatives will be under way, and recurring events will be organized for each work-package. Finally, the Secure and Increase Phase will allow to strengthen and scale up several initiatives to ensure the sustainable full implementation of the project. Particular attention will be given to the economic model of the project to ensure its financial sustainability beyond the funding period of the ExcellenceS call. This implementation roadmap is designed to be in line with the next institutional contract with the ministry (2026-2030) as CAP Réussite+ will represent a structuring part of the university's development path. It is also tailored to the ANR reporting and evaluation timeline.

Fig. 4 CAP Réussite+ implementation roadmap



**Design and Launch Phase (2 years).** This first phase aims to implement the project's overall structure and allow all stakeholders to get involved. The project's governance authorities will be created, particularly with the appointment of the two project managers. This first phase should be long enough to allow initiatives such as the first 5 GRIPs, the Business Club and the Alumni Network will be launched and implement their first actions. All WPs will benefit from an early recruitment of their respective support team. Several initiatives specific to each WP will also be designed and launched:

- **UCA Business Club.** The recruitment of members by activity sectors will allow the Business Club to start publishing its newsletter and organize its first annual events. The CRM will be deployed to share contacts and information from socio-economic partners.

- **Training transformations.** The call for projects will be launched and first impacts will be rapidly perceivable. Recruitment will be made to support the training development and evaluation schemes. The engineering degree on sustainable production models will be created.
- **Partnership research.** The GRIPs will be created and will support their first collaborative research and innovation projects on the 5 presented themes.
- **HR policy.** The awareness and training program will be designed, and the incentive system will fund its first bonuses. In terms of the career valorization system, the first R&D labeling campaigns for permanent positions will be carried out and the recruitment lever will be largely implemented with, for instance, the launch of the recruitment of PAST and non-permanent staff.
- **Alumni Network.** The Alumni website will be designed and the Network will hold its first events, with conferences and career fairs.

**Consolidation Phase** (3 years). All the structures created will have been functioning for a few years, allowing us to start perceiving their respective dynamic and impact. Adjustments will be made to ensure sound and sustainable financing of the project. This phase will rely on the COS evaluations and will be supported by the new UCA institutional contract. Specifically, for each work-package:

- **Business Club.** With its experience, the Club will be thoroughly evaluated to monitor its economic model and positive impacts to the university. UCA's new initial and continuing education offer, renewed in collaboration with the Club, will be developed within the university.
- **Training transformation.** All operating mechanisms (call for projects, training development and evaluation schemes, the training offer in sustainable engineering) will be adjusted according to their first perceptible impacts.
- **Partnership research.** The first 5 GRIPs will continuously benefit from the upgrade of the dedicated platform thanks to the support team and the coordination of support services. Exploratory workshops will be held to explore potential new thematic areas.
- **HR policy.** All three systems will be fully implemented and adjusted based on their results and perceived impact.
- **Alumni Network.** Services will be adjusted according to the needs and feedback expressed by our alumni. The Network's economic model may also be adjusted to ensure its sustainability.

**Secure and Increase Phase** (3 years). During this final phase, all initiatives will have been fully implemented and adjusted on a regular basis to ensure their proper functioning. All actions will be monitored and adjusted accordingly to ensure the financial sustainability of the project. This is particularly important to safeguard the project's overall coherence, acceptability and success. The Strategic Orientation Council's evaluations will allow for the finetuning of some of the initiatives. This last phase also aims at preparing and building the project's next perspectives to consolidate the achievements and maintain the dynamics generated by CAP Réussite+. CAP Réussite+ will have fully become a structuring dimension of the university. UCA will thus demonstrate its ability to be a collaborative university, increasing the opportunities for cooperation within its surrounding ecosystem.

### 3.3 PROJECT MONITORING AND QUALITY INDICATORS

**Project monitoring.** The Operational Committee will closely monitor the project's implementation through indicators compiled and presented in an annual report to UCA's Executive Board. These indicators will be defined and collected with the support of the UCA's quality control service (SAPCG:

Service d'Appui au Pilotage et Contrôle de Gestion and all internal services and units producing relevant data, such as the Orientation and Professional Integration Service La Fabrique and l'Observatoire des Formations et du Devenir des Etudiants. The Committee will work in close coordination with the 5 project teams. It will report to the National Research Agency (ANR) annually and at the end of each implementation phase. In addition, the UCA Strategic Orientation Council will oversee the overall strategic monitoring of the project.

**Project assessment.** The Strategic Orientation Council will independently assess CAP Réussite+ through an annual critical review which will rely on a documentary analysis (with documents and reports compiled and forwarded on a regular basis by the operational manager). It will also be invited to conduct on-site visits and interviews with the project's key players. The Strategic Orientation Council will be in charge of evaluating the overall coherence of the project with respect to of the university's strategic orientations. It will evaluate the project's financial resource development strategy and success.

**Monitoring tools.** Implementing and following a diversity of monitoring tools will allow UCA's socio-economic relationships to be better integrated into its decision-making processes. Actions and their impact will be monitored by means of indicators. Several of these will be collected via surveys delivered to the key stakeholders of the project and based on short questionnaires to avoid creating excessive workload, including:

- Socio-economic partners to assess the perceived impact of the implemented actions,
- Students to monitor the implementation and success of the new training practices,
- Support and academic staff impacted by the new human resource initiatives,
- Former students to evaluate their use of the new alumni offer.

WP	Indicator	Target		
		+2 years	+5 years	+8 years
Business Club	Number of members of the Business Club	50	120	≥ 150
	Number of members attending events organized by the Club (each year)	40	100	120
	Satisfaction rate (annual survey)	> 60%	> 70%	> 80%
	Number of research and training partnerships with SMEs	5%	15%	+30%
Training transformation	Number of projects supported in the call for projects	10	25	> 50
	Percentage of students enrolled in the targeted training programs	5%	25%	45%
	Participation of socio-economic players in UCA training activities	+5%	+15%	+20%
	Satisfaction rate of UCA students	>40%	>60%	>80%
Partnership research	Additional funding from socio-economic actors (sponsorship, continuing education, work-study programs)	+10%	+20%	+50%
	Number of collaborative research projects developed	20	50	> 80
	Number of researchers and lecturer-researchers involved	+30%	+100%	+200%
	Amount of co-financing by socio-economic partners	+15%	+30%	+40%
HR policy	Number of users involved in innovation processes	200	1000	2500
	Number of awareness and training activities for our academic staff and students	15	25	> 40
	Number of lecturer-researchers and researchers recruited within the CAP Réussite+ perimeter and supported by the project (PAST, R&D labelling, CAP Réussite+ chairs)	30	70	≥ 100
	Number of recruited post-doctoral researchers funded or co-funded on the CAP Réussite+ funds	10	50	≥ 80
Alumni Network	Number of inward and outward mobility actions supported by the project	30	70	≥ 150
	Number of alumni (10 000 contacts today in UCA Pro)	+40%	+30%	+30%
	Number of events organized each year by the network	10	15	20
	Active alumni volunteers in the network	200	500	1000



#### 4 FUNDING JUSTIFICATION

The **full cost** of CAP Réussite+ amounts to € 352.12M over 8 years, among which € 28.68M requested to the **ExcellencES call** (8.1%), and € 323.44M contributed by the **project's partners** (91.9%). Among the **partners' contributions**, UCA will contribute € 265.58M, representing mainly the involvement of academic and administrative personnel but also the financing of doctoral contracts and visiting professors throughout the project. CAP Réussite+ also benefits from a commitment of € 57.83M from its partners among national research organizations (**INRAE**: € 22.87M, **CNRS**: € 23.71M, and **Inserm**: € 4.26M), HER institutions (€ 1.59M) and socio-economic actors (**Michelin**: € 5.40M for the Sustainable Materials Center and its partnership facilities).

The **requested funding** breaks down into € 2.06M for equipment (7.2%), € 9.77M € for operating costs (34.0%) and € 14.73M for human resources (51.3%, for recruitment and promotion levers, incentive systems and support teams). Overhead costs amount to € 2.13M (ANR 8% rate). As presented below:

- The funding requested for the **Business Club WP** (€ 3.08M, i.e., 12%) will cover the development and maintenance of a partner relationship management tool (€ 70k a year), a range of services and events including an annual dialogue on corporate citizenship (for a total of € 205k a year) and a support team to run the Club's operations (€ 110k a year).
- The **Training Transformation WP** (€ 6.39M, 24%) covers the CAP Réussite+ call for projects (€ 3.20M) and the engineering degree on sustainable production models (€ 1.60M), the training development support program (€ 0.76M) and the training evaluation program (€ 0.83M).
- The requested funding for the **Partnership research and open innovation WP** (€ 6.96M, 26%) will be dedicated to research and development expenses of our GRIPs (€ 4.4M) and technological platforms (€ 1.6M), as well as our GRIP support service (€ 0.96M). GRIPs will also be the main beneficiaries of the HR Policy WP. CAP Réussite+ will moreover seek to increase our capacity to co-fund collaborative projects and state-of-the-art equipment for GRIPs through private company partnerships, our State-Regional Plan Contract (CPER) and the European Regional Development Fund (ERDF).
- The **HR Policy WP** requested funding (€ 7.14M, 27%) includes recruitments with a socio-economic focus (€ 235k a year for R&D-labeled tenured positions, recruitment of associate professors and a Chair program supported by UCA Foundation), an attractive talent program for young researchers (€ 485k a year, including support for CIFRE PhDs, post-doc positions within the GRIPs projects and post-doc fellowships on their own projects), and measures to foster collaboration and mobility with the socio-economic world (€ 113k a year). CAP Réussite+ will also help develop our continuing education and European collaborative projects with incentive payments (€ 480k in total for the 3 first years of CAP Réussite+), before we set up a reward mechanism based on the resources developed through our CAP Rupture project.
- The **Alumni Network WP** requested funding (€ 2.98M, 11%) will fund the development and maintenance of an alumni digital platform (€ 53 k a year), communication tools and activities (€ 75k a year), alumni events (€ 75k a year) and a support team (€ 170k a year).

WP	Actions	Total annual cost	
Business Club	Business club support team (3 FTEs)	110	385 (12%)
	CRM tool (40k€/year for 75 users, 1 FTE for follow-up and maintenance)	70	
	Corporate Citizenship Forum: inaugural conference (20k€), 2 conferences/year (10k€ each), 1 round table/year (15k€ each), publication and running costs (30k€), call for projects (5 projects/year, 20k€ each)	140	
	Industrial sectors seminars/workshops (5/year, 3k€ each) & conferences/roundtables (5/year, 10k€ each)	65	
Training transformations	Engineering degree on sustainable production models & cross-cutting modules (implementation of the degree & 1 FTE project manager for 3 years)	200	799 (24%)
	Training and learning practices support (2 FTEs, external expert services)	95	
	Training evaluation scheme (3 PhDs, 2 postdocs, 30 k€/year for research projects)	104	
	CAP Réussite+ call for projects (5-7 projects/year, ≤ 80 k€ each)	400	
Partnership research	GRIP support service (3 FTEs)	120	870 (26%)
	Platforms support and operation (CPER-FEDER co-financing, ISO & European certification, development of methodological procedures 2 FTEs)	200	
	Exploratory workshops and first projects (10 projects/year, between 20 and 50 k€ each)	350	
	Support for development of shared laboratories (factolab, simatlab and polymer biodegradation) towards CMD	200	
HR policy	Incentive system for continuing education and European partnership projects	60	893 (27%)
	Post-docs for partnership research calls proposals (5 x 24 months/year) & post-doctoral fellowships (young researchers and high potential scientists, 5 x 24 months/year)	455	
	Awareness and training (webinars, workshops, roundtables) (20 k€/program/year)	20	
	Springboard for subsidized CIFRE PhDs (10 grants/year, 3 k€ each)	30	
	Immersion programs for researchers in companies and company personnel in laboratories (5/year, 7,5 k€ per residency), training leave for socio-economic partnership projects (12/year, 5k€ per semester)	93	
	Tenured positions labelling (10/year); Part-time associate professor PAST (12 on 3-year contracts, 30 k€/year each), Chairs financed by private partners and UCA Foundation sponsorship (5 x 104 k€/each)	235	
Alumni Network	Support for UCA Pro tool (1 FTE) & Alumni network support team (4 FTEs, 20k k€/year operating costs)	210	373 (11%)
	Annual meeting with room location (30k€), 5 conferences/year (3k€ each) and 3 job fairs/year (10k€ each)	75	
	Web marketing with setup (10k€) and maintenance (4k€/year), 3 newsletters/year and edition of an Alumni magazine (for 20 000 recipients)	75	
	Online platform (10k€), subscription (8k€/year) and WEB-harvesting service	13	
		<b>Yearly total (k€)</b>	<b>3 320,0</b>
		<b>Overheads (8%, k€)</b>	<b>265,6</b>
		<b>Total ANR grant request (8 years, k€)</b>	<b>28 684,8</b>