

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

### *Proposition of decision for the end of probationary period*

Stop

### *Global appreciation of the project and area for improvement*

UNITI has morphed since it was selected as an IDEX by the jury. It no longer resembles an IDEX, in particular because it refuses to define a perimeter of excellence, instead insisting that all institutions in the region be included. Some of the original project's most attractive features (eg, "Toulouse Tech" combined engineering college) have been abandoned outright. The COMUE, fully operational in 2016, has been used to establish a loose confederation of independent members, with no wish nor plan to evolve towards an integrated research university which would be recognized internationally. In the absence of a track record of success and a credible future, the jury recommends that the UNITI IDEX project be stopped.

## Evaluation summary

### 1. Research excellence

#### Grade justification

Research excellence appears in a few selected areas but is not widespread and has not significantly benefited from IDEX funding. Compared to the initial proposal, the transformative impact of the IDEX programme appears extremely limited since it has been diluted into a much wider research perimeter.

#### Areas of improvement – necessary amendment

### 2. Teaching excellence

#### Grade justification

Excellent resources such as the Plateforme d'Innovation Pédagogique and the Service Inter-universitaire de Pédagogie; A network of 13 educational advisors in place; Rich upskilling resources for staff available on-line; Strong impact of 2 IDEFI programmes in evidence (for instance on reducing student failure rates); PACES: a welcome initiative established to create a bridge between medical studies and engineering school for students who do not qualify for medical school; Clear interdisciplinary / cross-disciplinary focus in evidence; 3k days of training given to doctoral students; Need to strengthen and diversify functions of new doctoral school; Plans for evaluation by students should be clarified and strengthened;

#### Areas of improvement – necessary amendment

### 3. Innovation

#### Grade justification

Toulouse is a major technological area in France, specialising in biotechnology and aerospace. The SATT Toulouse TechTransfer has become a key actor in developing relations between its universities and economic partners. The increase in number of patents is significant. However, considering the number of potential partners, especially SMEs, one would expect a greater implication of the university in the field of innovation. More emphasis could be put on teaching entrepreneurship to students; and maybe also to professors.

#### Areas of improvement – necessary amendment

### 4. Target university

#### Grade justification

There has been a complete change in the definition of their Target University, from the original definition of a comprehensive, multi-disciplinary, research intensive, merged university to a “federal university”, which is in fact, today, a loose confederation of universities under the ComUE status. The rationale given is that the initial vision did not have broad support from the academic community. While the rationale is understandable, particularly given the size and complexity of the project, it remains that little has been achieved so far. Furthermore, it is still highly unclear what the partners aim to create together. The current proposed Target University, while comprehensive and inclusive, is unlikely to meet the goal of a world class, research-intensive university.

#### Areas of improvement – necessary amendment

### 5. Campus and student life

#### Grade justification

The Welcome desk and the Toul'box are positive

#### Areas of improvement – necessary amendment

<p>developments; There is an active programme around culture, science and society with impact on a wider community. Mobility grants have increased. Student cards have bi-appartenance.</p> <p>Students are recruited by each institution separately and there is no common student association.</p> <p>There does not seem to be any sense of belonging to the UFT.</p>	
<b>6. International visibility</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>The international strategy of UNITI has created international outreach offices in China, Indonesia and Brazil, establishing formal partnerships with global universities and providing a support package for international students and researchers (<i>Toul'Box</i>). It is doubtful whether such a generalized approach can improve the international visibility of UNITI in the absence of a common policy and strategic vision.</p>	
<b>7. HR policy</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>The federal university proposal proposes a decentralised approach to HR management with different units in control of the resource management (staff and funds) but with sharing of best practices. It is hard to understand how such an approach could be effective in achieving systemic improvements in research and teaching excellence, given that the IDEX budget is relatively small.</p>	
<b>8. Partnerships (academic, NROs, business)</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Some continuous education projects in coordination with Airbus and others have been implemented. In some cases the funding by the IDEX for equipment has been completed by external funding. The enlargement of the perimeter of the target university will make it harder to develop effective and focused partnerships. Strong support from INRA is a positive.</p>	
<b>9. Governance and project management</b>	
<b>Grade justification</b>	<b>Areas of improvement – necessary amendment</b>
<p>Much of the decision making in allocating the IDEX funds has been delegated to an international arbitration committee (CAR) composed exclusively of external members. While this is described as a good model to ensure that excellence is the main criterion used for investing IDEX resources, it is symptomatic of a weak foundation in the current governance model, particularly as it pertains to achieving trust among members and a shared vision and objectives. It is not clear at this point how this will improve, given the size and complexity of their configuration.</p>	