

From strategic
vision to delivery

**Major programmes
through 2027**



université
de **BORDEAUX**

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Together, for a university committed to and working with its communities

The University of Bordeaux, a major contributor to knowledge, its transmission and dissemination, is committed to a profound and progressive transformation to meet the major challenges of the 21st century. In 2022, it adopted an ambitious strategic plan setting its course until 2030 (Strategic Horizon 2030): to be a **university recognised for its positive contribution to its stakeholders and to society, and for its commitment to environmental, societal, and digital transitions.**

To carry out its missions and development, the university has seized various opportunities which have benefited its communities and partners. The Initiative d'excellence label (IdEx), confirmed in 2016, in recognition of its status as a world-class research university, it has also successfully applied for numerous national and international project calls which fund **major programmes, – key drivers of its strategy and its transformation.** This rich array of programmes and initiatives strengthens the University of Bordeaux's position in the European and international landscape. However, it is essential to make this diversity of programmes clear and

accessible to all, enabling everyone to seize the opportunities offered to propose initiatives or actions that serve the university and its communities.. It is also important to show that these major programmes endow the University of Bordeaux with a **freedom to act, without which it would be subject only to budgetary constraints.**

It is in this spirit that the 2025-2027 programme has been developed for these major programmes, complementing all of the university's actions and missions, with the aim of affirming the institution's development strategy and highlighting the actions of the communities.. This document reflects a collective ambition: to work together to build a university capable of meeting the major challenges of our time, fully leveraging the talents and energies that constitute it; a university where every contribution counts, where everyone finds their place, and where strategy becomes a lived and shared reality.

Dean Lewis

President of the University of Bordeaux



An open, inclusive, and committed university

The University of Bordeaux, a public higher education and research institution, contributes to human, social, and technological progress through the production and dissemination of knowledge. Its goal is to respond to contemporary societal challenges based on excellence in research, a diverse range of educational programmes, enhanced innovation capabilities, and responsible governance. As a key player in multidisciplinary research, it is a leading university in France and in Europe. It draws its strength from its student, academic and administrative communities, their commitment, and the dynamism of its campuses.

The University of Bordeaux has embarked on a transformation journey towards 2030, setting a common course for its communities. With this in mind, its 2025-2027 programme reaffirms its ambitions and translates its priority initiatives into programmes in order to mobilise its members through shared objectives, and to transform its vision into concrete and sustainable actions.

→ *Strategic Horizon 2030 | a shared global ambition for the decade*

A renewed framework of action (2025-2027)

In order to support its policy orientations, the University of Bordeaux draws on various resources, such as the IdEx endowment, the 2023-2025 'Objectives, means and performance agreement', and funding obtained through calls for projects (France 2030, [Horizon Europe](#), etc.) with its academic and research partners. These additional resources support programmes which act as transformative mechanisms, thereby enabling the set objectives to be attained.

With the aim of consistency, the University of Bordeaux has structured its 2025-2027 strategic programme around seven key areas of action. This action framework optimises the coordination of initiatives and projects, and increases the scope of resources.

Transformation trajectory

2006 2007 2008 2010

Through the creation of the "University of Bordeaux" research and higher education hub, academic stakeholders pave the way for the ingathering of Bordeaux's universities.

The Liberties and Responsibilities of Universities Act (LRU –Loi relative aux libertés et responsabilités des universités) opens up new prospects for French universities, which have become more autonomous. It mainly provides that all universities have autonomy in budgetary matters (article 50) and management of their human resources, and for them to become the owners of their real estate.

The 'New University Model' project, laureate of the Campus Initiative, launches the metamorphosis of the Bordeaux campus in terms of its organisation and urban development.

With the Future Investments Programme (PIA, Programme des investissements d'avenir), France is banking on universities to prepare the future and launches 'excellence initiatives' to develop and structure ten or so major university hubs of international stature.

2016 2019 2020 2021

Definitive confirmation of IdEx Bordeaux and signature of a 700 million euros endowment agreement

The university becomes the owner of its real-estate assets.

The University of Bordeaux creates, with its counterparts, the Udice group of French universities of excellence.

'Strategic Horizon 2030' updated strategic plan for a multidisciplinary and international research university rooted in its local region

The University of Bordeaux is a founding member of the ENLIGHT European universities alliance project with 8 other partner universities.

IdEx

NewDEAL

ACCES

ACT

ENLIGHT

UBGRS 2.0

The Research Programming Act for 2021 to 2030 (LPR, Loi de programmation de la recherche), relating to the funding and organisation of research and higher education, has three main aims: to develop the funding and assessment of public research, to enhance research attractiveness careers, and to re establish science in an open relationship with society.

2011

2013

2014

2015



The proposal for the planned new University of Bordeaux is recognised as an 'Initiative of Excellence' by an international panel.

The Higher Education and Research law offers universities three options, ranging from the most integrated to the most flexible: they can merge, create a community of universities and institutions (Comue), or form an association..

The effective creation of the University of Bordeaux on 1st January 2014 (decree of 3 September 2013) opens a new chapter in its history.

The University of Bordeaux is one of the first French universities to adopt a 10-year strategic plan, 'U25: a certain idea of the university'.

université
de **BORDEAUX**

IdEx

2025 2027 2030

'Major programmes through 2027'

InnovationS

SUNSET

CMA

DReAM

PUI

COMP

Five-year state-university contract



Seven areas of activity for a committed university

	Research with impact	Excellence of research to push the boundaries of knowledge and meet the challenges of today and tomorrow
	Education focused on student success	High-quality education focused on the success of future generations
	Innovation for all	Opportunities to promote discoveries and inventions that serve progress and society
	Sciences for society and transitions	A campus for experimentation and enhanced dialogue with society to inform and mobilise in the face of the transition's challenges
	European and international engagement	A leading european university, opened to the world and committed to interculturalism in the face of global challenges
	A responsible institution	A socially responsible organisation upholding public service values and taking an active role in shaping its own future
	Community well-being	Inclusive study and work environments that promote well-being and fulfilment for all, solidarity, and collective innovation

Cross-functional issues nourish these seven areas of activity, illustrating the University of Bordeaux's priorities in terms of interdisciplinarity, attractiveness, and talent development, as well as affirming its leading role in its territories.



Research with impact

Excellence of research to push the boundaries of knowledge and meet the challenges of today and tomorrow

Renowned for the excellence of its research, an open and responsible research across its various disciplines, the University of Bordeaux, together with its partners, continues to develop by encouraging interdisciplinary and transdisciplinary approaches, while at the same time promoting open science. In this way, it strives to strengthen the impact of its research and consolidate the links between education and research.

Support for high-level research

Building on its position as a major intensive research university, recognised both nationally and internationally, the University of Bordeaux is working to consolidate and expand its scientific excellence through its support for fundamental research. The acceleration of cutting-edge knowledge production, combined with adherence to the

principles of ethical and responsible research, enables it to strengthen its capacity to respond to major societal challenges.

Its support is based specifically on ambitious strategic research management, close collaboration with national research organisations, and integrated coordination of research resources and equipment. With this in mind, the FORESITE initiative – Facilitating and conducting research at the SITE level – initiative (Faciliter et Opérer la Recherche au niveau du SITE), launched with an initial group of site partners*, aims to simplify, promote and optimise the mechanisms for managing research resources at the Bordeaux site. In addition, the university intends to promote the simplification of organisation and administrative procedures for project management, to allow its researchers more time for academic work. Finally, it pays particular attention to the working conditions and career prospects offered to its researchers.

Encouraging interdisciplinarity to consolidate societal impact

To support the emergence of research projects that address major societal challenges, the University of Bordeaux pursues a proactive policy to encourage interdisciplinary collaboration. Building on the international recognition of its communities (research areas, departments, or institutes) and working closely with its site partners, it promotes the development of interdisciplinary research that stimulates the cross-fertilisation of ideas and the production of new knowledge. Through its support for interdisciplinarity, it aims to foster the conditions for the emergence of new fields of research and to respond to the complex questions of contemporary societies and the challenges of the future, in particular transitions.

Strengthening the internationalisation of research

To consolidate its international positioning and respond to major societal challenges, the University of Bordeaux, which is already involved in more than 150 European collaborative projects, wishes to enhance its participation in leading international research consortia. It aspires to play a leading role in these projects and in the production of cutting-edge knowledge, capitalising on its specific

* CNRS, Inserm, INRAE, Inria and Bordeaux INP

Soutien Europe funding to facilitate access to European research and innovation programmes

Major research programmes (GPRs) to support cutting-edge, ambitious, innovative, and interdisciplinary research projects

Support for platforms to coordinate their activities and resources and support their development for the benefit of research

Seed fund for interdisciplinary projects and calls for interdisciplinary projects (RIE)

to support cross-fertilisation of ideas and encourage the exploration of new disciplinary crossovers

→ *As part of the FORESITE initiative, the University of Bordeaux aims to establish a joint interdisciplinarity observatory with the purpose of measuring, overseeing, and evaluating interdisciplinarity across the site.*

University of Bordeaux LIA and LI²A label (Laboratoires Internationaux _et Interdisciplinaires_ Associés – Associated International and Interdisciplinary Laboratories)

to enhance and structure collaborations at the international level, in particular those with an interdisciplinary dimension

strengths and developing strategic partnerships with world-renowned institutions, particularly within the framework of its **European alliance ENLIGHT** (*European university Network to promote equitable quality of LIfe, sustainability and Global engagement through Higher educaTion*).

Fostering links between research and training missions

The complex challenges facing our societies are redefining research priorities and need experts who are able to work in an interdisciplinary manner and who demonstrate a capacity to adapt quickly. This reality requires maintaining the interconnections between research and education which underpin the university model.

Hence, the University of Bordeaux promotes the emergence of new courses in line with its scientific priorities and is working to develop and expand its activity in research-based education. This is one of the objectives of the graduate school for young researchers **UBGRS 2.0**, which offers a distinctive range of research-based education programmes that have international appeal.

Promoting open science and transdisciplinarity through the co-construction of knowledge and data sharing

Beyond reducing dependence on commercial publishers, open science provides an opportunity to rethink the relationship between research and society, while boosting the capacity to co-produce knowledge that leads to solutions and progress.

By making research data accessible to the entire academic community and society at large, the University of Bordeaux aims to contribute to consolidating the legitimacy of science, its democratisation, and a better understanding of contemporary issues.

This approach requires a profound change in practices, the development of skills, and the creation of effective and secure data sharing tools. It needs a rigorous and transparent approach to data management to ensure both the scientific quality of results and the protection of participants' personal data, thereby reinforcing public confidence in academia and science.

OpenU Journals

package of technical tools and services for editing openly available academic reviews and discovering research papers in free access (in association with the INRAE and the University of Lorraine)

→ open.u-bordeaux.fr

Open Science & Knowledge OSKAR Archive

the local digital platform for digital platform for uploading and disseminating academic research publications in open access in order to increase the visibility and public exposure of research results

→ oskar-bordeaux.fr





Education focused on student success

High-quality programmes focused on the success of future generations

The University of Bordeaux offers a wide range of courses covering an extensive disciplinary spectrum, firmly grounded in research, which contributes to the renewal of knowledge and skills and guarantees their quality. Committed to a fundamental and ongoing transformation of its educational offer, it places the success of each student at the heart of its activity. By adapting curricula to the needs of a constantly changing world, adjusting training to student's background and projects, and fostering a diverse student experience, the university supports its students at every stage of their academic journey. With this perspective, it supports its pedagogical teams in continuously evolving their educational offer and to better meet contemporary challenges. As active participants in their education and success, students will become engaged citizens capable of adapting to shifting contexts.

Developing a flexible education programme to better respond to the challenges of a changing world

The University of Bordeaux offers courses that are continuously [re]adapted to changes in the world, primarily thanks to their permanent link to research conducted at the university, and through interactions with socio-economic stakeholders. Furthermore, the integration of environmental and societal issues, support for interdisciplinarity, and the internationalisation of the educational offering give students the opportunity to develop the tools and knowledge necessary to adapt and act in a complex and globalised context.

This development is made possible by the approaches adopted by the pedagogical teams: the programme approach encourages close collaboration between teaching staff to design education objectives and define targeted skills based on graduates' exit profiles. The skills-based approach thus ensures that education programmes are consistent and clear, for example in relation to professions that are in high demand and have a promising future. Based on a set of targeted skills expressed in terms of knowledge, skills and soft skills, the pedagogical teams define the associated pedagogical activities and methods for assessing learning.

Deploying a customisable and flexible educational offering, facilitated by pedagogical transformation

The University of Bordeaux aims to offer flexible and customisable study programmes that promote the success of all students. Tailored to students' projects and aspirations, the education programmes promote openness of study and encourage diverse and stimulating pedagogical approaches, developing their involvement and autonomy.

Pedagogical teams are already experimenting in practical terms with ways of personalising study paths and pace, as well as with original support mechanisms to promote success.

This intention is reflected in the development of educational programmes designed with an inclusive approach, allowing education to be better suited to the diversity of profiles,

BUILD (Bordeaux university international learning and teaching development) for maintaining and developing an internationalised educational programme

STEP – Support for pedagogical transformation and experimentation – (Soutien à la transformation et à l'expérimentation pédagogique) to facilitate and promote experimentation at the service of long-term pedagogical transformation

projects, and individual trajectories initiated by the major programme **NewDEAL** (New courses at the university).

Offering a student experience that supports the achievement of personal and professional goals

The University of Bordeaux is a place of learning, innovation, and personal development that offers students a stimulating environment.

It supports its students in developing and achieving their personal and professional goals, with an emphasis on initial guidance (which is part of the relationship with secondary education in a continuum from Year 11 at school to the completion of a bachelor's degree) and personalised support throughout their studies, from education to professional integration and lifelong learning. With this in mind, the **ACCES** major programme (ACCompagner vers l'Enseignement Supérieur – Supporting Access to Higher Education) provides support for access to higher education with a focus on reducing inequalities in access and success linked to social and geographical background and gender.

By creating a high-quality environment, it contributes to the development of all talents and stimulates initiative, commitment, creativity, and critical thinking.

Throughout their studies, students develop a wide range of transferable skills through diverse experiences, such as international mobility, student engagement, work-study programmes, as well as entrepreneurship.

Involved in research projects and partnerships with businesses and the local community, they are all building their professional networks and preparing to become the movers and shakers of tomorrow.

The University of Bordeaux offers all its students a welcoming environment shaped by a dynamic of continuous education and a culture of learning. It is establishing itself as a place of exchange and openness to the world.

Coordinating student support and success (Coordonner l'accompagnement et la réussite étudiante) – CARE to enhance support for students, from providing guidance for secondary school pupils up till the professional integration of university graduates

Lifelong-Learning programme (FTLV, Programme formation tout au long de la vie) from DReAM (Diversifier les ressources au service de l'évolution de nos missions – Diversifying resources in service of our missions) to enhance the development of lifelong learning





Innovation for all

Opportunities to
promote discoveries and
inventions that serve
progress and society

Essential for finding solutions to society's current and future challenges, the University of Bordeaux's mission of innovation is already taking shape through specific programmes. Gradually and adapting to their contexts, it nourishes all disciplines, practices, and places of work and study, promoting collaboration with socio-economic stakeholders, and preparing future generations for interdisciplinary approaches built on collective intelligence. Supported by the **InnovationS Major Programme, this vision supports cultural change and transforms organisations.**

To develop a spirit of entrepreneurship and a culture of innovation

The aim is to stimulate creativity and individual initiative, while at the same time developing a collective culture of innovation. All stakeholders are involved in this process. For researchers, this means pushing the boundaries of knowledge while taking account of society's priority needs, and potentially getting involved in the transfer stages which lead from research results to innovation. For students, it is a question of being able to adapt to future societal challenges through teaching methods that promote group projects and problem solving, and to support those students who wish to pursue an entrepreneurial project alongside their studies their studies. Finally, innovation and intrapreneurship initiatives are encouraged within administrative departments to drive change in the organisation, processes, or even governance methods.

Transforming university infrastructure into a campus of innovation

In order to work better together, share knowledge, and experiment with new ideas, the campuses of the University of Bordeaux must align with best international practices. One of these is the provision of inspirational supplementary physical or digital spaces open to socio-economic stakeholders and the general public. These mean that the end-user can be involved and contacted at every stage of the innovation development process, in order to guarantee that innovations are not only technically advanced, but also, and above all, socially relevant.

Supporting innovation projects and recognising the people behind them

The University of Bordeaux is a place of learning, innovation, and personal development that offers students a stimulating environment.

A pioneer in numerous areas of research, it aims to continuously improve the transfer of its results to society, thereby enriching the economic and social fabric of

Student entrepreneurship

to inform, raise awareness among, and support students and their projects in the Ubee lab [incubator](#)

→ ubeelab.u-bordeaux.fr/ubeelab/

Mini-boosters involving students and researchers in providing services to socio-economic stakeholders

The HUB a networking platform for showcasing university resources and seizing opportunities for joint innovation

→ u-bordeaux.fr/innovation/ressources/hub-linterface-de-ressources

New learning spaces to innovate within education and develop creativity and collective intelligence

Prematuration to support researchers in the 1st stage of transferring their results

PREMAT-Société to support researchers in the 1st stage of transferring their research and innovations in the humanities and social sciences

the region, in particular by creating new businesses. It is committed to assessing the potential for each result and discovery to be transformed into new products or applications, and to supporting all those who wish to get involved in this transfer phase.

Playing a pivotal role in the regional innovation chain

Thanks to the excellence of its research, the open-mindedness of its staff and student community, its ability to disseminate knowledge, and the efficiency of its organisation, the University of Bordeaux plays a key role at the heart of the socio-economic ecosystem. Its presence represents a major asset for businesses choosing to establish themselves in the region. Its multidisciplinary expertise allows it to face societal, environmental, and energy challenges from all angles, and thereby to inform decision-makers on the impact of possible solutions.

Making the extended and outreaching university an accelerator of innovation

With its rich network of academic partners and other actors, such as its subsidiaries and foundation, the University of Bordeaux positions itself as an 'extended university' which is open, connected, and committed beyond its physical, organisational, and disciplinary boundaries. The **University Innovation Hub (PUI, Pôle universitaire d'innovation)**, of which the university is the leader, aims to accelerate innovation momentum in the region by revealing the full potential for innovation of its stakeholders. It thus works to bring academic and socio-economic ecosystems closer together by developing partnership-based research and the creation of start-ups. At the same time as optimising the complementarity and coordination of resources allocated to innovation activity, this diversity becomes an asset for serving and accelerating projects by staff, students, and socio-economic partners.

SPARK Bordeaux focuses on therapeutic solutions for rare diseases

→ spark.u-bordeaux.fr

Roadmaps for emerging sectors to analyse needs, characterise externalities, and develop appropriate research and training programmes



Bastide Campus
Bordeaux

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Sciences for Society and Transitions

A campus for experimentation and enhanced dialogue with society to enlighten and mobilise in the face of transition's challenges

The University of Bordeaux aims to be a key player in environmental and societal transition and in dialogue between science and society, both local and national levels, as well as international. This ambition, which requires a cross-functional approach coordinated with its communities and constituent parts, implies a need for changes in organisation, research practice, and education. By integrating the challenges of transition into all its spheres of activity and programmes, the university seeks to be an exemplary actor within the metropolitan area and its regions, capable both of inspiring and mobilising the whole university community and people well beyond it.

Putting the challenge of transition at the heart of our objectives

Through its involvement in collaborative projects, the University of Bordeaux is invested in producing knowledge and solutions that are conducive to the resolution of major environmental and societal challenges. Building on this new knowledge, it aims gradually to integrate the challenges of transition into all of its training, placing the resolution of these challenges at the heart of its pedagogical approach, while at the same time encouraging interdisciplinarity and a global understanding of complex systems. By so doing, it supports the development of skills tailored to transforming organisations and facilitating professional integration, especially in the professions of the future. Furthermore, the institution is committed to its own transition and integrates these issues into its governance processes, supports the initiatives of its communities, and raises awareness among all of its communities, both students and staff, in order to become actively involved in the transition.

Making the university a testing ground for tackling societal challenges

Under the impetus of its **ACT Major Program** (Augmented University for Campus and world Transition), the University of Bordeaux is transforming its campuses into veritable laboratories for experimentation in environmental and societal transitions. By exploring new practices and developing sustainable solutions, it is reducing its environmental footprint, improving the quality of life, study, and work of its staff and students, and promoting these achievements by sharing them with economic stakeholders and local communities. Property strategy and the various actions taken to promote soft mobility, improve nutrition for its university communities, reduce its emissions and pollution, protect biodiversity across all of its campuses, contribute to the preservation of natural resources are also part of its transition commitment.

Living labs are places involving all stakeholders to co-develop and test solutions to specific problems linked to societal and environmental challenges

Arts, sciences and society a specific programme to encourage mediation at the crossroads of scientific, cultural and artistic fields relating to society and the environment

Promoting science with and for society, beyond the university walls

The University of Bordeaux plays a leading role in constructing a more sustainable and equitable society. It must contribute to strengthening confidence in academic and scientific scholarship and to the emergence of collective solutions by disseminating scientific culture to all audience (particularly among younger generations who are sometimes very distant from it), and by developing critical thinking through constant dialogue with citizens. Through this dissemination of academic and scientific culture and methods, the university aims to contribute to a greater involvement of society players. It thus promotes participatory science approaches in close collaboration with local actors and the general public in order to meet the specific needs of its regions. In this respect, these initiatives are reflected in the **SAPS**, Sciences with and for Society (Sciences avec et pour la société) and the **SUNSET**, Sciences with and for a Society in Transition (Sciences avec et pour Une Société En Transitions) major programme, which promotes the development of new interfaces for dialogue between science, research, and society.

BORDEAUX

Summer Schools





European and international engagement

A leading european university, oppened to the world and committed to interculturalism in the face of global challenges

Renowned for its academic and scientific excellence, the University of Bordeaux is one of Europe's leading university hubs and has an international attractive profile. It contributes to tackling major global challenges and initiating new dynamics, which enhances its reputation and appeal. This international outlook is reflected in ambitious partnerships and diverse mobility schemes, and aims to complement the education and engagement of informed citizens capable of understanding and responding to the complex challenges of our time.

Affirming its role as a key player alongside its international partners

Societal challenges do not stop at borders and must be understood globally. The European and international interdisciplinary and cross-border partnerships which are

part of the fabric of the University of Bordeaux are major assets for tackling these challenges. This translates into the consolidation of existing partnerships and the identification of new opportunities based on reciprocity, contributing significant added value to the education and research on offer. This ambition is embodied in particular through the commitment and investment of the University of Bordeaux to key international networks such as [ENLIGHT European Alliance](#).

Reinventing the international dimension of knowledge and research pathways

Student and researcher mobility has long been a marker for internationalisation and the circulation of knowledge. The University of Bordeaux wishes to enhance the learning and research experience by creating a continuum of international opportunities that are available to all, from education to research and innovation. Aside from partnerships and networks, the aim is to train citizens of the world capable of understanding the complex challenges of our time, such as globalisation and the Anthropocene. This international outlook is essential to develop the intercultural skills which foster an active citizenry in a constantly changing world.

Being a destination of choice thanks to its ability to reveal talent and generate ambitious projects

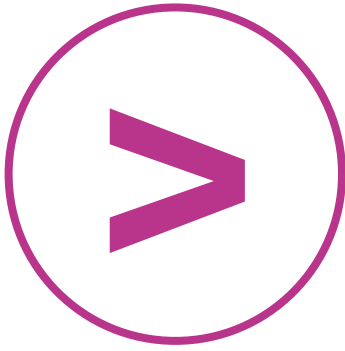
As part of its international mobility offering aimed at its staff and students, the University of Bordeaux wishes to enhance the quality of its living environment and hospitality, which complement its academic and scientific excellence. Its study programmes, research infrastructure, as well as its open and multilingual campuses, contribute to the blossoming of potentials and projects within an academic ecosystem of international standing, while at the same time promoting a renewed vision of the French-speaking world. Its values of openness, equal opportunity, and cultural integration foster individual fulfilment and strengthen societal cohesion.

STRIVE (Strategic Transformation Reinforcement for International Value Enhancement) to develop strategic partnerships for the university, whether in the start-up, growth, or consolidation phases, including [ENLIGHT](#) initiatives (joint funding)

Visiting scholars to host recognised international scholars and establish lasting international relations with foreign institutions

Mobility to support mobility for students, PhD candidates, and research staff with strategic international partners for the university

Bordeaux Summer School to develop the international profile of the university by organising summer schools aimed at young researchers with great potential/ up-and-coming researchers



A responsible institution

A socially responsible organisation upholding public service values and taking an active role in shaping its own future

The University of Bordeaux is an institution in constant evolution, committed to social responsibility.. It affirms its values of solidarity and participation in order to build a more inclusive, ethical, and sustainable framework for study, research, and work. It focuses on strengthening the sense of belonging, convinced that this shared foundation can be a key driver for transformation, continuity, and societal impact.

Affirming its reputation as an institution renowned for its hospitality and commitment to equal opportunities

Based on its values of solidarity, inclusiveness, and fairness, the University of Bordeaux champions diversity (disciplinary, cultural, social, etc.) as a source of mutual enrichment. Welcoming 16,000 new students and nearly 1,000 new associates every year, the University of Bordeaux aims to cultivate an open and respectful environment, where each member of the university community, including both students and staff, is able to find their own place and thrive. The University of Bordeaux intends to fulfil its public service mission in higher education, research, and innovation in a fairer and more open manner, recognising the diversity of backgrounds and skills, taking account of the richness of its community, and strengthening its links with the local area.

Promoting democratic and participatory governance

Convinced that universal participation is indispensable for tackling the complex challenges of our time and to develop new ways of working, researching, and teaching, the University of Bordeaux wishes to enhance its participatory governance mechanisms. By encouraging continuous dialogue between all of its stakeholders, including its students, it aspires to galvanise decision-making processes, increase transparency, and foster a culture of shared responsibility. The aim is to better respond to community needs and amplify the university's impact on society by building an ambitious shared project.

Territories to promote fair conditions in higher education and research by supporting [local campuses](#)

Identity/Identities to enhance the attractiveness of the University of Bordeaux by consolidating its image as an employer and by promoting internal career opportunities.

Reinforcing debate on ethics and deontology, fundamental markers of university values

Faced with the emergence of new societal, environmental, and technological challenges, the University of Bordeaux wishes to promote discussion focussing on values, ethics, and responsibility. In particular, it undertakes to ensure that its research and teaching policies, and more generally, the full range of its activities and strategy are guided by these fundamental markers.

Adapting the university in order to strengthen its capacity to fulfil its missions

Due to a decline in permanent revenue and a growing dependency on project-based funding, the University of Bordeaux must demonstrate an ability to adapt. Despite an increasingly straitened environment, it has managed to sustain its core functions of teaching, research, and innovation, thanks to the success in its calls for projects and improved identification and mobilisation of its own resources – supported particularly by the **DReAM** major programme – and the strengthening of its capacity for action. In order to sustain this momentum and secure its development, it is now essential to introduce enhanced management tools.

Resonance to promote inclusion and combat all forms of discrimination: awareness-raising, action research, reporting hotline

Simplification to improve the daily lives of all staff within the university through concrete solutions

Securing management ('SpiidUp', 'DEFFi' Diagnosis and Evolution of the Finance Department [Diagnostic et Évolution de la Fonction Finances]) to improve the management of the institution by developing its decision-making tools and consolidating its financial flow management tools

Alumni to create and establish a community network structured around a dedicated platform and thereby strengthening ties with and between students (current and former), staff, and socio-economic stakeholders

→ alumni.u-bordeaux.fr





Community well-being

Inclusive learning and work environments that promote well-being and fulfilment for all, solidarity, and collective innovation

The University of Bordeaux values the diversity of pathways and motivation of its 52,000 students and 6,000 staff, spread across several campuses, and considers this diversity as an important asset. It aims to foster interaction between its members, to create an environment conducive to well-being, health, and success, and to strengthen their sense of belonging. Together with its representative bodies and alongside other stakeholders in the region, it is progressively implementing a policy to enhance well-being at work and study across all of its campuses, above all through its initiatives relating to physical activity, health, and culture. In particular, it works hard to provide and run open, inclusive, welcoming, and supportive living spaces, where everyone can find their place while participating in community life and collective innovation.

Developing an environment conducive to well-being and fulfilment

The campuses of the University of Bordeaux, which together make up one of the largest university sites in Europe, provide a privileged setting that is particularly valuable to a rich and dynamic university life. The University of Bordeaux strives to create an environment conducive to well-being, health, and fulfilment for all of its members, students, and staff, while at the same time taking into account the diversity and needs of its 37 sites spread across the Nouvelle-Aquitaine region. As the first signatory in France of the international [Okanagan Charter](#) on the health and well-being of individuals, communities, and environments, the University of Bordeaux is committed as an institution to promoting health. The [Healthy Campus](#) initiative addresses these issues by making well-being at work and study a policy priority and a factor in collective success. The University of Bordeaux thus aspires to create a stimulating environment that promotes physical and mental health. In order to achieve this, it relies on a rich programme of events, modern infrastructure, competent services, high-quality social dialogue, and solid partnerships to drive and co-construct a community engaged in well-being.

Furthermore, the university is committed to preventing and remedying dysfunctional work environments through a tailored action plan and the strengthening of its [Quality of Life and Health at Work \(QVST, Qualité de vie et santé au travail\)](#) improvement scheme. Aware of existing disparities, it is launching a targeted approach for identifying and dealing with critical situations, with the aim of providing a respectful, safe, and stimulating study and work environment for all.

The transformations experienced within its campuses, in particular the new solutions providing more ergonomic work spaces or limiting stressful situations, are intended to spread beyond university walls, as in the case of the projects incubated within the [living lab](#) dedicated to health issues.

Healthy Campus a specific programme offered by the University of Bordeaux to develop a culture and practices of [primary and secondary prevention](#) within communities, above all with regard to mental health and combatting sedentary lifestyles

Acting to promote student well-being : a series of actions to develop social spaces and areas for student engagement, and to support a community which takes responsibility for its own well-being (mental health, sport, inclusion)

Transformed study and work spaces, catalysts of collective engagement

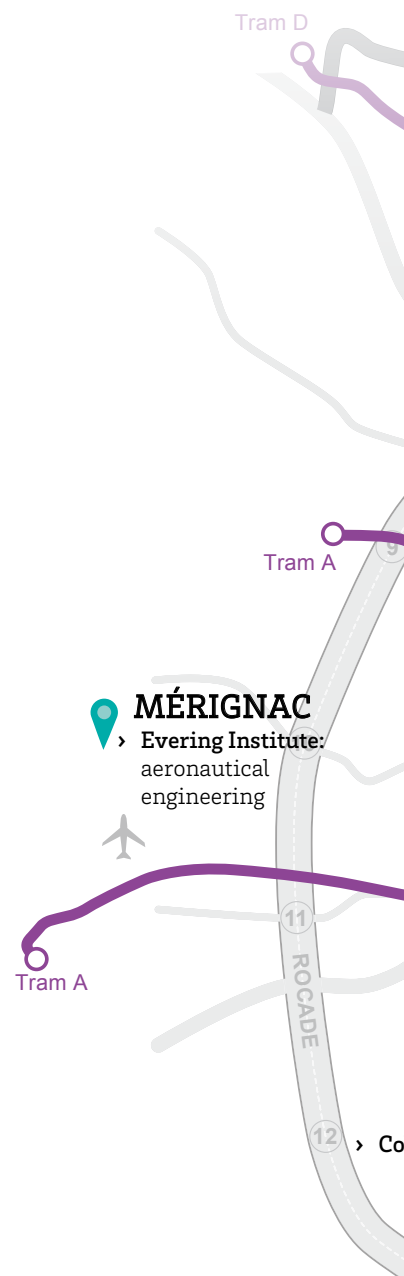
The University of Bordeaux pursues a 20- or 30-year property investment policy which aims to support the transformation of the university, enhance the appeal of its campuses, contribute to improving its living and working conditions, and make its real estate portfolio as energy efficient as possible. As part of its ongoing effort to improve study and work environments, the University of Bordeaux has embarked on a major transformation of its campuses and infrastructure through two key initiatives: the Operation Bordeaux Campus (Opération Campus Bordeaux) and the Multi-Year Property Strategy Scheme (SPSI, Schéma pluriannuel de stratégie immobilière).

For example, the campus hubs – spaces which are flexible and innovative – boost synergies between teaching, research, services, and student and community life. Designed to respond to community needs, they stimulate collaboration, creativity, and well-being, and thus represent essential mechanisms for success and a sign of connection with city and society.

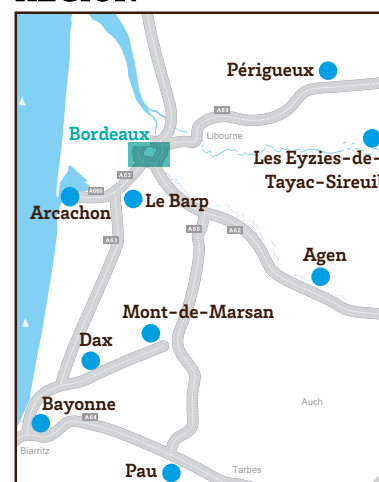
The University of Bordeaux thus positions itself as a living laboratory of social and societal innovation, where student and staff engagement becomes a driver of transformation. It thereby encourages the active participation of its communities in campus life, through a large variety of initiatives promoting the acquisition of citizenship skills and a critical outlook, which are essential for collective action in and for society.

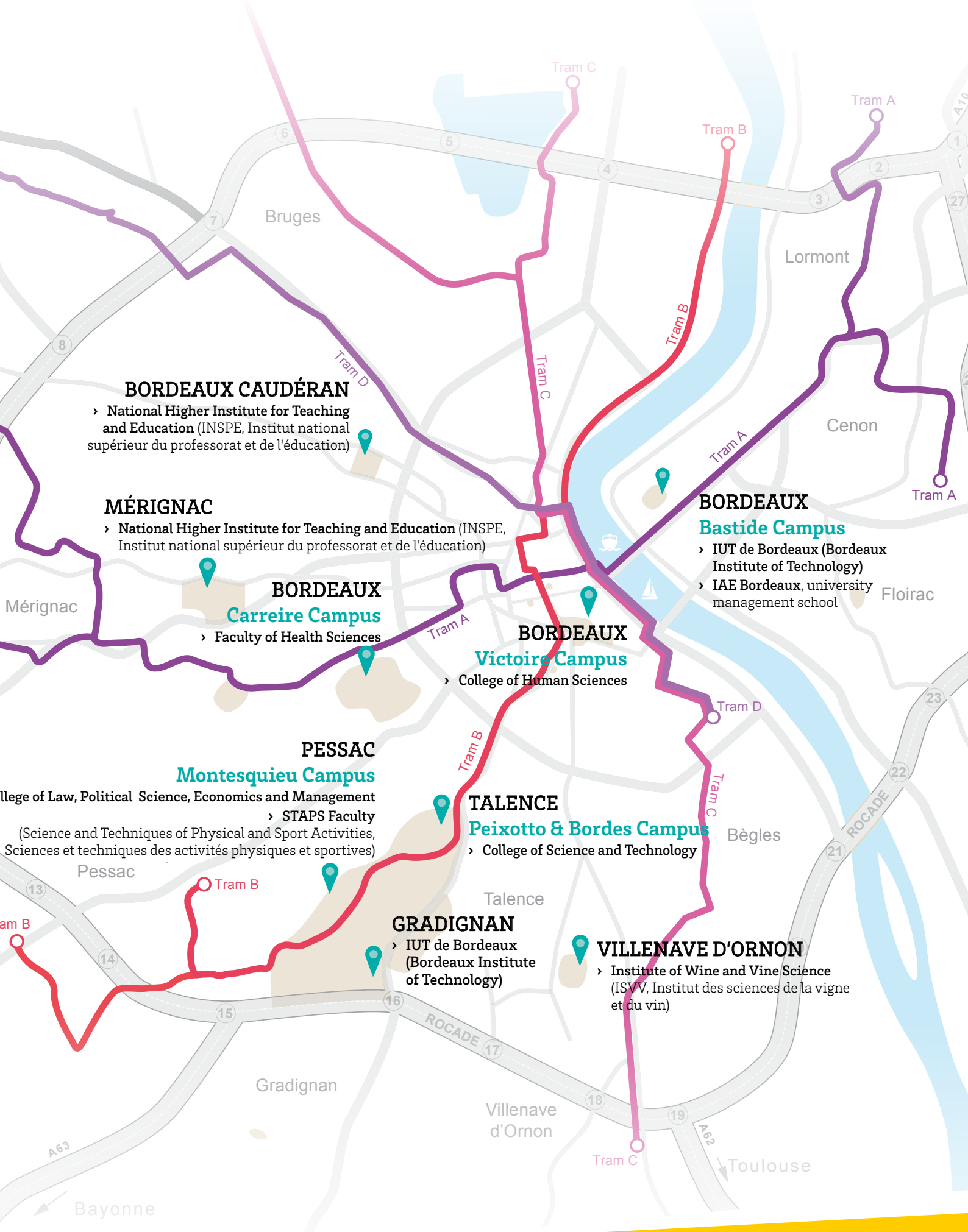
Welcoming campuses that are adapted to everyone's needs

The University of Bordeaux is committed to creating an inclusive learning and working environment, where all people feel welcome, integrated, respected, and supported, regardless of their origins, identity, and according to their specific needs. It fights actively against all forms of discrimination, while promoting equal opportunities and recognising the diversity of its communities, and fostering their cultural, social, and disciplinary differences. It encourages the accessibility of the full range of services and schemes available to all and offers personalised support tailored to the needs of individuals, with particular attention paid to people with disabilities, to those from more modest socio-economic backgrounds, and to all those who encounter difficulties during their university careers. By combatting various forms of vulnerability and enhancing solidarity, the university contributes to mutual respect and a culture of living and acting together. In this way, it ensures that everyone can flourish within the university community.



CAMPUSES IN THE NOUVELLE-AQUITAINE REGION





BORDEAUX CAUDÉRAN

› National Higher Institute for Teaching and Education (INSPE, Institut national supérieur du professorat et de l'éducation)

MÉRIGNAC

› National Higher Institute for Teaching and Education (INSPE, Institut national supérieur du professorat et de l'éducation)

BORDEAUX Carreire Campus
› Faculty of Health Sciences

BORDEAUX Victoire Campus
› College of Human Sciences

BORDEAUX Bastide Campus
› IUT de Bordeaux (Bordeaux Institute of Technology)
› IAE Bordeaux, university management school

PESSAC Montesquieu Campus
› College of Law, Political Science, Economics and Management
› STAPS Faculty (Science and Techniques of Physical and Sport Activities, Sciences et techniques des activités physiques et sportives)

TALENCE Peixotto & Bordes Campus
› College of Science and Technology

GRADIGNAN
› IUT de Bordeaux (Bordeaux Institute of Technology)

VILLENAVE D'ORNON
› Institute of Wine and Vine Science (ISVV, Institut des sciences de la vigne et du vin)



Glossary

› **Alumni**

Designates any student who has graduated from the institution. The term also refers to membership of an active and dynamic network of former students with shared values and professional goals.

› **Local campus**

A university subsidiary of the institution, at a distance from the Bordeaux site, facilitating access to training and resources in a territories and contributing to its socio-economic and cultural dynamism.

› **Okanagan International Charter**

A cornerstone of the sustainable health approach, the Okanagan Charter is a guide for higher education institutions that share a common mission: the health and well-being of individuals, communities, and environments. It is the result of the International Conference on Health Promoting Universities and Colleges, held in 2015 in British Columbia.

› **Communities**

Groups of people sharing interests, values, and common goals (student community, university community, teaching community, etc.)

› **Components of the institution**

Elements that make up a higher education or research institution (faculties, research units, etc.). For the University of Bordeaux, this also refers to groupings of constituent parts: the colleges and departments.

› **FORESITE scheme (Facilitating and Operating Research at the SITE Level, Faciliter et Opérer la Recherche au niveau du SITE)**

The University of Bordeaux is experimenting with and implementing new scientific management mechanisms and research resources across the site, with a view to optimisation and simplification. It also aims to enhance its capacity to mobilise research forces and support schemes on questions of future-oriented research linked to the societal and environmental challenges of tomorrow. Interdisciplinarity and high-risk research represent strategic priorities here. This scheme, launched together with an initial group of site partners (CNRS, Inserm, INRAE, Inria et Bordeaux INP),

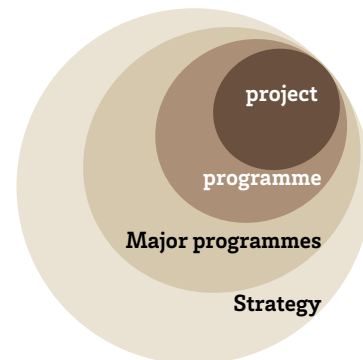
is supported by the University of Bordeaux's 'Objectives, Resources, and Performance Contract' (COMP 2023–2025, [Contrat d'objectifs, de moyens et de performance](#)).

› **France 2030**

The 'France 2030' French investment plan, endowed with 54 billion euros over 5 years, aims to develop industrial competitiveness and future technologies, with half of the funding earmarked for emerging players and half for decarbonisation initiatives. It pursues 10 objectives to improve understanding, living standards and production by 2030.

› **Major programmes, programmes, projects**

The university's development strategy defines its general and long-term objectives.



Major programmes translate these guidelines into large-scale strategic initiatives.

Programmes break down major programmes into sets of coordinated actions.

Projects are the operational one-off actions that enable programmes to be implemented.

Major programmes, programmes, and projects are interconnected.

They are distinguished by their scope, duration, and their operational level.

They all contribute to the achievement of the university's strategy.

› **Healthy Campus**

A collaborative initiative with communities to build a healthy and inclusive campus, promoting health and well-being, combating inequality and creating a shared culture that fosters a sense of belonging. (Student and staff)

- › **Horizon Europe**
European framework programme for research and innovation.
→ horizon-europe.gouv.fr
- › **Incubator**
Structure providing assistance and support to innovative start-ups
- › **Interdisciplinarity**
Interdisciplinarity consists in establishing a structured dialogue between distinct disciplines, allowing methodologies, concepts and tools to be combined in order to address complex issues. It presupposes a partial integration of knowledge specific to each discipline, while respecting their initial framework.
- › **'Sciences with and for Society' label – SAPS (Science avec et pour la société)**
The **SUNSET major programme** (Sciences avec et pour UNE Société en Transitions) obtained Ministry of Higher Education and Research accreditation as part of the 2022 'Science with and for Society' labelling call. The **'Sciences with and for Society' label (SAPS)** aims to promote the development of new interfaces for dialogue between science, research, and society and the robust construction of a territorial network.
- › **Living labs**
The University of Bordeaux's "Living Labs" are real-world experimentation facilities for the ACT programme, integrating open research, training and innovation processes to address global, generative, needs-based problems, based on a partnership between the academic community (academic and administrative staff, students) and the socio-economic world (local authorities, businesses, associations, citizens).
They focus on the local resolution of a global problem related to transition, emphasising innovation, experimental methodology, interdisciplinary research, and community engagement around a common issue.
→ u-bordeaux.fr/universite/nos-engagements/transitions/living-labs
- › **Operation Bordeaux Campus**
Large-scale real-estate and outdoor space development project with several objectives: to rethink living, work, and public spaces; to bring the scientific and teaching communities together to optimise exchanges; to improve student, staff, lecturer and research staff comfort; reduce the

environmental footprint of the building stock; and promote soft mobility.
The Operation Bordeaux Campus project comprises around fifty real-estate and public space development projects. (Cf. Carreire and Victoire campus life hubs; renovation of the spaces of the University Library of Law and Literature in Pessac; etc.) With the support from the French government, the Nouvelle-Aquitaine region, Bordeaux Métropole, the Banque des Territoires Caisse des Dépôts group, and the European Investment Bank.

- › **Multidisciplinary**
An approach that juxtaposes several disciplines, without necessarily integrating them.
- › **Primary prevention**
A range of measures designed to avoid the onset or development of diseases or health problems.
- › **Quality of life and Health at work (QVST, Qualité de vie et santé au travail)**
Taking psychosocial risks into account, seeking a work-life balance, promoting and educating people about health in the context of work and study, and placing trust and recognition in each individual are all factors that help to ensure our individual and collective well-being, thereby promoting the University of Bordeaux's performance and attractiveness. An initiative to improve quality of life and health at work was launched in 2017 and consolidated in 2019 through the development of a dedicated master plan. It was further strengthened in 2022 by the appointment of a Vice-President for Quality of Life and Health at work and the inclusion of well-being in the purview of the Vice-President for Campus Life.
- › **Multi-Annual Strategic Real Estate Scheme (SPSI, Schéma pluriannuel de stratégie immobilière)**
The University of Bordeaux's Multi-Annual Strategic Real Estate Scheme (SPSI) provides an in-depth assessment of the institution's situation, particularly in terms of energy, and sets out the main guidelines for its real estate policy, in line with the institution's plans and the needs of its components and structures, and in support of its fundamental missions of education, research, and campus life. It is implemented in accordance with the institution's societal and environmental commitments. Its development is based on close dialogue with the Ministry of Higher Education and Research and the French State Property Administration. In 2024–2028, new strategic initiatives have been introduced. The primary focus

is on continuing to renovate and modernise the real estate portfolio, supporting a real estate strategy based on environmental performance and energy efficiency, and finally ensuring the development and economic sustainability of activities through mixed use and diversification of resources. These initiatives take into account improvements and studying environment in order to contribute to well-being. In addition, one section is dedicated to preserving biodiversity (designating certain plots as sanctuaries, controlling the rate of land artificialisation, etc.).

› **Site**

Territorial base, of variable scale, from which the institution's actions are developed. This refers notably to the Bordeaux campus

› **The HUB**

A digital third place designed and run by the University of Bordeaux to connect its expertise with socio-economic stakeholders, showcase its technological platforms, and offer its spaces for rent. Businesses, local authorities, and the general public

can thus access the university's main resources – both human and technological – create a project, and combine it with the selected resources.

→ thehub-bordeaux.fr

› **Transdisciplinarity**

Transdisciplinarity transcends disciplinary boundaries by integrating actors from outside the academic field, such as citizens, businesses, and communities. It aims to foster more inclusive collaboration in order to jointly develop comprehensive solutions to societal challenges, thereby contributing to dialogue between science and society.

› **Extended University**

A university model focused on openness, collaboration, and partnership, aiming to transcend disciplinary and institutional boundaries in order to facilitate access to resources and develop training, research, and community service activities.





Beginning of the Academic Year Festival,
Beginning of the academic year events on the
campuses



List of the 'major programmes' of the University of Bordeaux and its partners

- › **ACCES (2020–2030)**
Support towards Higher Education (ACCompagner vers l'Enseignement Supérieur)
A major partnership programme between the Universities of Bordeaux, Bordeaux Montaigne, and of Pau and the Pays de l'Adour, the Nouvelle-Aquitaine academic region, and the Nouvelle-Aquitaine Chamber of Commerce and Industry. It aims to inspire and support the ambitions of secondary school pupils who live far away from higher education institutions and/or receive little support in pursuing higher education.
→ u-bordeaux.fr/universite/notre-strategie/projets-institutionnels/acces
- › **ACT (2020–2028)**
an Augmented university for a Campus and a world in Transition
A major programme aimed at transforming the campuses of the University of Bordeaux into a living laboratory and an incubator for experimental projects on a regional scale, serving social, societal, and environmental transitions.
→ u-bordeaux.fr/universite/notre-strategie/nos-leviers/act-pour-un-campus-experimental
- › **CMA (2023–2030)**
Skills and Professions of the Future (Compétences et métiers d'avenir)
As part of the national France 2030 plan, the skills and Professions of the Future Call for Expressions of Interest (AMI CMA, Appel à manifestation d'intérêt Compétences et métiers d'avenir) primarily aims to fund education, engineering training, and awareness projects, in line with public policies adopted by the government. The University of Bordeaux is a successful applicant and the main leader for four projects: CAP (Skills and Abilities – Compétences et Aptitudes) ELENA; CAP IA; CAP Digital Health; BIOSPACE, and partner in 9 other projects (to date). The university is also leading or partnering new projects currently in development.
→ u-bordeaux.fr/universite/notre-strategie/projets-institutionnels/cma-competences-et-metiers-davenir
- › **COMP (2023–2025)**
'Objectives, Means, and Performance Contract' (Contrat d'Objectifs, de Moyens et de performance)
to monitor performance in pursuit of strategic objectives shared by the Ministry for Higher Education and Research and the university institution.
- › **DReAM (2024–2029)**
Diversifying Resources in Service of the Development of our Missions (Diversifier les ressources au service de l'évolution de nos missions)
This major programme aims to help the University of Bordeaux to diversify its own resources in a sustainable way, in line with its values and its missions, and thereby to contribute to the consolidation of its economic model. The resources allocated to it should enable it to develop a portfolio of targeted activities more quickly – lifelong learning, European projects, technology platforms, heritage promotion – and to spread a culture of economic development throughout the institution and its constituent parts.
→ u-bordeaux.fr/universite/notre-strategie/nos-leviers/dream-diversifier-les-ressources-au-service-de-levolution-de-nos-missions
- › **ENLIGHT (2020–2027)**
European university Network to promote equitable quality of Life, sustainability and global engagement through Higher education
Led by the University of Bordeaux and 9 other European universities, the European ENLIGHT alliance's aim is to help transform higher education in Europe by providing students, as globally engaged citizens, with resources to employ knowledge, skills, and the potential for cutting-edge innovation to tackle major transitions within society and promote a fair and sustainable quality of life.
→ u-bordeaux.fr/universite/notre-strategie/nos-leviers/enlight-alliance-universitaire-europeenne

- › **IdEx (since 2011)**
Initiative of Excellence Accreditation (Label initiative d'excellence)
 The University of Bordeaux IdEx is an investment programme awarded in 2011 as part of the Investments for the Future Programme (PIA, Programme d'investissements d'avenir), for which the University of Bordeaux obtained definitive confirmation in 2016. This IdEx accreditation positions the University of Bordeaux as a major player in higher education and research, enabling it, through the funding obtained, to launch new initiatives in support of its development project, to promote innovative and creative approaches to education and research, in order to enhance its international reputation and develop its public service missions.
 → u-bordeaux.fr/universite/notre-strategie/nos-leviers
- › **InnovationS (2022–2029)**
 A major programme offering a broad, fresh approach to innovation, while aiming to stimulate its culture and practices. It relies on a large network of partners to increase the region's appeal and increase its skills base.
 → u-bordeaux.fr/universite/notre-strategie/projets-institutionnels/innovations
- › **NewDEAL (2018–2028)**
New University Courses (Nouveaux Coursus à l'université)
 Launched in 2018, the NewDEAL major programme is one of the drivers behind the transformation of the educational offer undertaken by the University of Bordeaux. Focused on student success, it aims to establish new learning models that are better suited to their needs.
 → u-bordeaux.fr/universite/notre-strategie/nos-leviers/new-deal
- › **PUI (2023–2028)**
University Innovation Hub (Pôle universitaire d'innovation)
 The University Innovation Hub (PUI), led by the University of Bordeaux, aims to accelerate the momentum of innovation in the region by unlocking the full potential for innovation of its academic stakeholders. It supports the development of joint research with businesses and the creation of start-ups driving disruptive innovation.
 → u-bordeaux.fr/universite/notre-strategie/nos-leviers/pui-reveler-le-potentiel-du-territoire
- › **SUNSET | SAPS (2022–2025)**
Science with and for a Society in Transition (Sciences avec et pour UNE Société En Transitions)
 A major programme which was awarded SAPS accreditation by the Ministry of Higher Education and Research in 2022. It supports innovative projects, promoting the development of new interfaces for dialogue between science, research, and society, and the robust construction of a regional network. The University of Bordeaux has set itself the goal not only of developing and teaching knowledge that enables us to understand the challenges of our time, but also of collectively coming up with and testing concrete solutions, in direct collaboration with stakeholders in the region.
 → u-bordeaux.fr/universite/notre-strategie/nos-leviers/SUNSET
- › **UBGRS 2.0 (2020–2029)**
University of Bordeaux Graduate Research School | The Higher School for Young Researchers (L'école supérieure des jeunes chercheurs)
 The goal of the UBGRS 2.0 major programme, through its Graduate Programmes, is to structure research-based training from master's level onwards and to train experts in areas of scientific excellence. The projects proposed aim to enhance the appeal of doctoral studies and to provide professional skills to a new generation of young researchers. Cross-functional career models ('Innovation for Human Health', 'Decision-Making in the Anthropocene', 'Data-Driven Interdisciplinarity', 'Disruptive Technologies') are being set up with strategic partners. They provide selected doctoral students with a high level of expertise on today's major global challenges. The purpose of these modules is to broaden doctoral research through a multidisciplinary approach.
 → u-bordeaux.fr/universite/notre-strategie/nos-leviers/ubgrs



In partnership with:

