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université
de BORDEAUX

Thanks...

This strategic plan is the outcome of an extensive brainstorming process begun in 2020. Thanks go to all the students, teachers, researchers and staff from the University as well as our partner organisations and institutions – over three hundred people – who participated in theme-based workshops and made expert contributions, testimonies and proposals. Thanks also go to those who took the time to follow the progress of the process, especially on the dedicated information and resource platform.

That collective commitment, at a time when the public health crisis often required a great deal of effort and relentless involvement, taught us a lot about ourselves, our strengths and our ways of working together. It showed us the extent to which science can serve society even better.

In that context, thinking about the future, about the 2030 Horizon, was in itself a challenge. Thank you all for taking up the challenge. The experience has strengthened us collectively in our missions, in our vision of the role that our University should play in our city, our region, our country and on a global scale.

STRATEGIC

HORIZON

2030

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University of Bordeaux

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Bordes campus landscaping on the university grounds in Pessac.





Making our
university model
a lever for
greater
balance,
action
and impact



The University of Bordeaux has the strength of institutions with a heritage of prestigious and ancient cultural tradition as well as the vitality of young, aspiring, forward-looking universities.

In 2014, following more than five centuries of history, the University of Bordeaux reinvented itself to respond to changes in society, and to be part of a more responsible and shared vision of progress, loyal to the values and freedom of thought inherited from the great humanist, scientific and philosophical currents that have shaped its past.

The roadmap set out in 2015, "U25: a certain idea of the university", charted the path towards the future. At the time, we were affirming an identity based on bold science, centred on its students and communities, and favouring the opening up of knowledge. In five years, the University has taken that path and introduced a number of transformations, including that of its educational offer, its approach to research, its commitment to social and technological innovation.

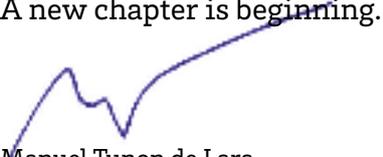
At present, the challenges are manifold. How should a new phase of development be tackled in a more complex global context?

Dedicated to the idea of progress, but with ever greater demands and commitment, the University of Bordeaux is anticipating the 2030 horizon, set as a milestone by the major European and international institutions, the "Decade of Action to deliver the Global Goals" as defined by the UN in 17 sustainable development goals.

We can confirm it now: our University is a driving force and has the potential to make a difference in several ways.

Our position as an international university highly active in research commits us to making that difference. Faced with the major scientific and societal challenges of the 21st century, we want to make our unique organisational model a lever for action, a source of inspiration for a new form of higher education and an asset for nurturing breakthrough innovation.

A new chapter is beginning.



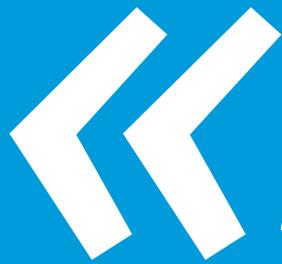
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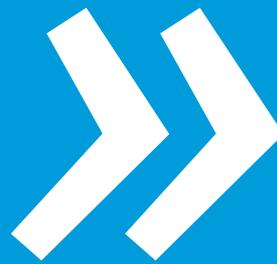


Bordeaux, 1st July 2022



*A scientist,
like a sculptor
or a painter,
must learn to look
at the outside
world [...]*

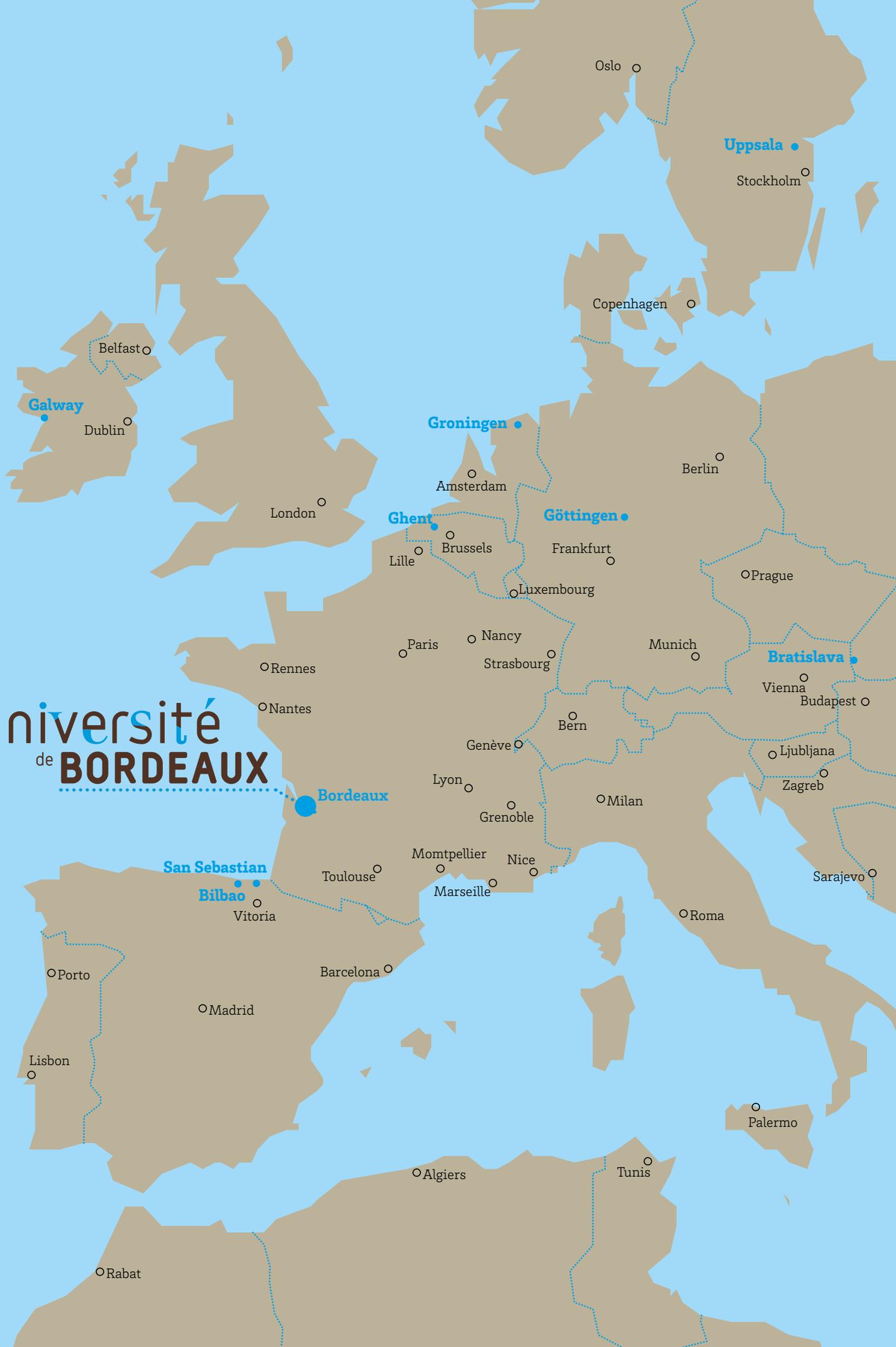
Alfred Kastler,
speech given at the University of Bordeaux
22 May 1967

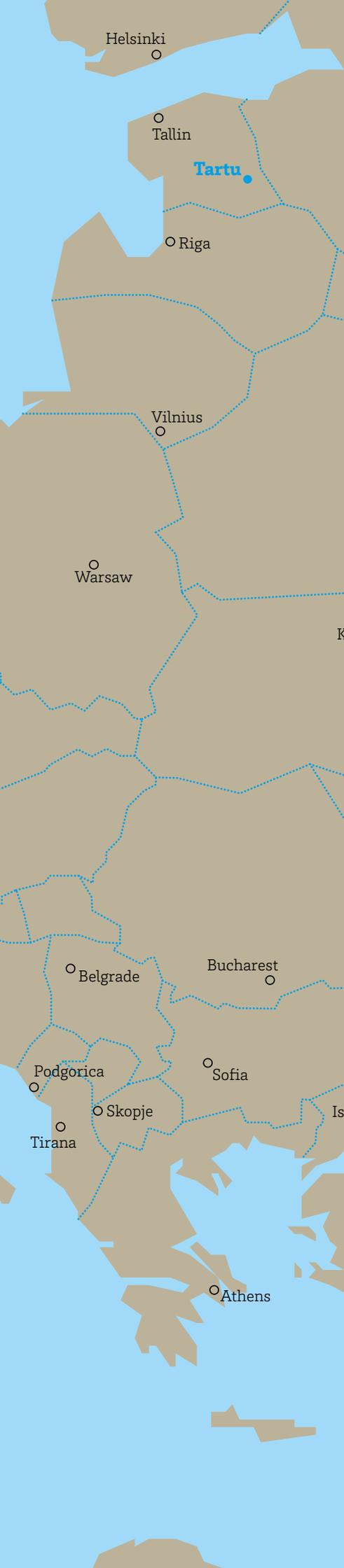


{ Part 1 }

**A renowned approach
to research,
education
& innovation**

université de BORDEAUX





The University of Bordeaux underwent a transformation at the dawn of the 21st century to build a new international university model based on science and education without borders between fields of study. As a public university, it now ranks among the most influential in France and Europe.

The curiosity that fuels it, the inspiration of its research, its capacity for innovation, its tradition of co-production and transmission of new knowledge, the quality of its degrees, its involvement in the region, its social commitment and partnership dynamics have built its reputation.

< The University of Bordeaux and ENLIGHT, its alliance of European universities

Three key dates...



1441



Founding of the University of Bordeaux by Pope Eugene IV at a time when Aquitaine was still English.

1896



The University of Bordeaux, abolished in 1793 under the National Convention, like all the other French universities, was re-established by the law of 18 July 1896 with four faculties: literature, law, science, medicine and pharmacy.

université de BORDEAUX

> > > 2014

The University of Bordeaux was reunited by the merger of the Universities of Bordeaux 1, 2 & 4, resulting from the law of 12 November 1968 on reform in higher education.



Legal and Judicial Centre:
historical site of Bordeaux's Faculty of Law
(19th century), Place Pey Berland in Bordeaux.



Path for the 21st century

2006 2007 2008 2010

With the creation of the "University of Bordeaux" higher education and research centre, the academic stakeholders herald the merger of the Bordeaux universities.

The law on the freedoms and responsibilities of universities (LRU) gives French universities more autonomy, opening up new perspectives. It mainly provides for all universities to become autonomous in terms of budget (Article 50) and human resource management, and for them to own their real estate assets.

Nobel Peace Prize awarded to Al Gore and the IPCC for their efforts to build up and disseminate greater knowledge about climate change.

The project "A new university model", the Operation Campus winner, commits to the metamorphosis of the Bordeaux campus in terms of organisation and urban planning.

With the PIA (Investments for the Future) programme, France counts on universities to prepare for the future, and sets up "initiatives of excellence" to stimulate and structure a dozen or so major university centres of international stature.

2017 2018 2019

The University of Bordeaux enters the top 3% of higher education and research institutions in the Shanghai Ranking of world universities.

Roll-out of the NewDEAL project, with the objective of accelerating the redesign of the University of Bordeaux curriculum.

25 years after the first warning, on climate change by 1200 independent scientists, the second notice "World Scientists' Warning to Humanity" is released.

The University of Bordeaux is awarded the title of best sports university in Europe.

The University of Bordeaux and the University of the Basque Country (UPV/EHU) win the Diálogo award on 8 November for the joint construction of Euskampus, the cross-border campus.

University of Bordeaux *Doctor Honoris Causa* title and insignia awarded to Ban Ki-moon, former UN secretary-general.

Signature of a joint strategic priority agreement on 7 October between the University of Kyoto and the University of Bordeaux.

Prospective seminar initiating discussions to elaborate a new phase of development for the University of Bordeaux: towards "Strategic Horizon 2030".

The University becomes the owner of its real estate assets.

Adoption of the European Green Deal by the European Commission with the aim of making Europe climate neutral in 2050.

2011

The proposal for the new University of Bordeaux is recognised as an "Initiative of Excellence" by an international jury.

2014

The creation of the University of Bordeaux goes into effect on 1 January 2014 (decree of 3 September 2013), opening a new chapter in its history.

2015

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

The UN adopts a 2030 Agenda with 17 Sustainable Development Goals (SDGs). Adoption of the Paris Agreement and the goal of limiting the rise in mean global temperature, preferably to 1.5 °C.

2016

The University of Bordeaux is officially confirmed as a university of excellence by the international jury and receives an endowment of €700 million to support its path of development.

2020

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

Roll-out of ACT, the Augmented Campus for Transition project.

Roll-out of the University of Bordeaux Graduate Research School project.

Based on 24 commitments to support and boost the university's transformation and meet the challenges of transition, the Roadmap for Societal and Environmental Transitions adopted by the University's board of directors on 11 December 2020.

2021

The University of Bordeaux is a founding member of ENLIGHT, an alliance of European universities along with 8 other partner universities.

The University of Bordeaux is one of the first French research universities to receive the DD&RS label for sustainable development and societal responsibility.

Roll-out of InnovationS project aimed at strengthening the University of Bordeaux's culture of innovation via a new perspective and approach, contributing to the common good.



Faculty of Dental Science, building inaugurated in 2018, on the Carreire campus in Bordeaux.

Research, education and innovation serving shared progress and the common good



The University of Bordeaux's mission is to contribute to the advancement of science and education through the production and dissemination of knowledge synonymous with human, social and technical progress. As an institution fostering critical thinking and defending scientific integrity, the University of Bordeaux strives to ground its missions on the conduct of research deemed excellent and fuelled by a spirit of innovation.

Established in a well-balanced region in an outstanding natural and cultural environment, the University of Bordeaux is a public entity that carries out its missions with a concern for openness and humanism. The University's setting has been designed as a forum for freedom, creativity and accountability.

Our Principles



The University of Bordeaux is unyielding with respect to the principles of intellectual, institutional and individual independence which have forged its reputation and created the sense of belonging that unites students, researchers and teachers. With high standards, excellence and commitment, it fosters and instils them through its research, education and innovation practices.

The University of Bordeaux not only educates the players of tomorrow's academic and professional world, but also citizens who act responsibly and are capable of adapting to a changing world, locally and internationally.

Students are encouraged to experience civic-mindedness, solidarity and commitment, for example, through involvement in the University's governance, or in initiatives related to University life.



European Night for Researchers 2019
'Nuit des chercheurs' – an event that embodies
the University of Bordeaux's policy for scientific
outreach targeting the general public.

A path towards a shared global objective

.....

Over the past five years, the University of Bordeaux's position has been strengthened in a context of strong international vitality. The foundations have been laid, and the University of Bordeaux is continuing its projection as a forward-looking institution. Strategic Horizon 2030 marks a new stage in the demanding, multi-faceted university's path, forging its reputation as a top-ranking institution.

.....

A university recognised

for its driving force in developing as a major international research university

.....

As part of the PIA (Investments for the Future Programme) in 2011 and since its creation in 2014, the University of Bordeaux has been committed to a path of excellence. The development of a multidisciplinary educational offer, designed for students, and the reinforcement of certain key fields of study as well as the quality of its regional, European and international partnerships, are gradually making it possible for the University to excel and stand out as the sector of higher education that has become increasingly competitive.

.....

> Awarded the Initiative of Excellence (IDEX) label in 2011, the University of Bordeaux is one of the major European university centres with international visibility and ranks in the top 100 of the Times Higher Education (THE) Young University rankings.

> An average annual output of over 3000 scientific publications, 26 fields of study in the Shanghai themed ranking.

> The University of Bordeaux's mobility charter has been renewed within the European Erasmus+ framework with a score of 100 out of 100.

A responsible public institution

that acts through the output and transmission of outstanding knowledge to the largest possible audience

In direct contact with today's major transitions – whether ecological, economic, societal or digital – the University of Bordeaux is aware of the role that its students, researchers and staff can play by disseminating, understanding and impacting innovative, co-constructed and open science in search of solutions. On the scale of each of its campus sites, the University of Bordeaux is constantly broadening the scope of assessment regarding the impacts of its action, mindful of its contribution to a more sustainable and inclusive world.

> In the top 3 French universities in the overall Times Higher Education University Impact rankings, which assess universities against the United Nations' 17 Sustainable Development Goals (SDGs). 1st French university for SDG 10 – Reducing inequalities (Top 50 worldwide).

> Commitment to transitions: 70% of higher education courses include sustainable development and social responsibility (SD&SR) issues; 25% of the University's public contracts include a social or environmental clause.

> Commitment to open science with the design and promotion of two open-access publication platforms: OpenU Journals (open access to international scientific journals) and OSKAR Bordeaux (publications by the Bordeaux community).

A university in high demand

thanks to its capacity for change aimed at responsible and human progress

The University of Bordeaux must now gain full recognition for the true value it provides society through its missions and organisational model, through its role as a driving force on the local, national and international level, and through its performance in research, innovation and education, in particular at the doctoral level. Although this vision goes far beyond rankings, ratings and evaluations, it can still be conveyed by one figure: being among the world's leading 200 universities of reference.

> Top 100 most innovative universities in the world and the Top 25 in Europe (Reuters 2019). 1st French university in the INPI (French National Institute of Intellectual Property) ranking of patents filed since 2019 (450 patent categories). 50 start-ups created since 2000

> 20% higher worldwide visibility for University of Bordeaux publications than the average in France (18% (Uni of B) compared to 14.7% (FR) in the top 10% of the most quoted worldwide)

> With 150 European research projects, 3rd French university in terms of projects submitted, and 5th in terms of funding; 43 European Research Council (ERC) grants.

An identity with core values



The high standards of a research university

In many fields of enquiry, with its academic research partners, the University of Bordeaux encourages the development of curiosity-driven research, and contributes to major discoveries. Together with society and the socio-economic world, the University provides concrete solutions based on scientific evidence to contemporary problems.

The University of Bordeaux supports the emergence and conduct of research and doctoral training programmes geared to the challenges of the future by providing them with means, support staff and facilities.

The aim is to prepare researchers to shed light on the future and tomorrow's decision-makers for demanding careers.

> Nearly 7,000 academic staff (teaching and research), including 2,000 doctoral and 800 international students.

> 90 research laboratories, institutes, project teams or technical platforms, including 80% in partnership with French national research organisations (mainly CNRS, Inserm, INRAE and Inria).

> 23 joint research and innovation units with third-party organisations or companies. 2,100 publications in partnership with businesses since 2014. 100 UB Friendly label holders, a label created in 2014 to acknowledge the commitment of companies to the University's strategy.

> 117 innovation and research platforms accredited for their regional, national, European or international scope.

The diversity of an accessible, inclusive and multidisciplinary education

The University of Bordeaux covers three scientific and educational fields: science and technology, life science, human and social science. It partially incorporates the humanities, in particular archaeology, anthropology, and philosophy of science.

In addition to being talented researchers and professionals, its graduates are expected to become citizens who act responsibly and are capable of adapting to a changing world.

The University of Bordeaux offers an ever-growing range of courses, for an increasingly wide variety of profiles and careers.

Furthermore, the educational offer has been redesigned in favour of student commitment and a 'skills-based' approach.

> 50 international educational programmes, 23 dual degrees, 6,800 international students, an annual volume of 100 projects resulting from the entrepreneurship and incubation programme of student projects created in 2010.

> A catalogue of 70 professional training modules allowing doctoral students to acquire additional skills. A 90% job placement rate at 30 months for University of Bordeaux PhDs.

> A support mission for Education and Innovation since 2014: MAPI.

> Every year, over 450 top- and high-level student athletes are provided support in their studies and sports activities.

A public university's commitment

Because of its independence, the University is in itself a resource for society, whose debates it enriches with knowledge and forward thinking. Regardless of a person's circumstances, the University must enable each and every one to learn and succeed on the various regional campus sites and in the best possible conditions. It is also important to make sure that methodological rigour and a culture of commitment are developed, individually and collectively. Research, education and innovation are designed to serve progress and the common good.

> A set of public guides and charters convey the University of Bordeaux's fundamental values and commitments: Charter of Social and Societal Responsibility; Ethics Charter for Research and Development Activities; "Quality of Life at Work" Master Plan; Action Plan for professional Equality between Women and Men.

> The Societal and Environmental Transitions Roadmap, the fruit of a participative effort involving the University's communities, sets out 24 commitments to accompany and boost the University's transformation and meet the challenges of transition.

> The "Talents U" prize rewards the best initiatives in several categories: education and innovative teaching, research and innovation, campus life, societal responsibility.

Strong regional roots coupled with an international outlook

With its strong regional identity, the University of Bordeaux fosters the originality of a university 'without borders' between fields of studies. Rooted in a well-balanced region, a link between the north and south of Europe, the University of Bordeaux is an essential resource for its environment (local, regional, national, European and international). As the property owner of outstanding natural and built heritage, it is independent in the urban planning and management of its campuses.

> 187 hectares of campus sites, owner of its property assets in over 20 municipalities of the Nouvelle-Aquitaine region. 75% of the campus land is undeveloped, including nearly 1,800 trees.

> €809 M of gross added value and 700 jobs created regionally by University of Bordeaux activities (research, education, innovation) (Study by Biggar 2021). One in ten inhabitants of the Bordeaux metropolitan area studies or works at the University of Bordeaux.

> Coordinator of the "Agir ensemble" label, sustainable campus in a sustainable city in collaboration with the cities of Bordeaux, Gradignan, Pessac and Talence, Bordeaux Metropolitan area, Bordeaux Aquitaine CROUS, Sciences Po Bordeaux, Bordeaux INP, Bordeaux Sciences Agro and Bordeaux Montaigne University.

> Founding member of Euro-regional campus (Euskampus) along with the Universidad Del País Vasco/Euskal Herriko Unibertsitatea, Donostia International Physics Centre and the corporation Tecnalia. Euskampus has 150,000 students and over 18,000 researchers.

> 21 international research laboratories (doubled since 2010); 260 co-supervision agreements with international universities.

A balanced organisational model



The University of Bordeaux's organisational setup is what the U25 Plan called 'a certain idea of the university' to describe the institution's profound transformation that has taken place since 2015. Thanks to the significant autonomy of its components, the model strives for more collegiality and democracy at all levels of the institution. The model also accounts for the institution's reputation and attractiveness.

Over 50 fields of study which are the basis of the University of Bordeaux's excellence

Scientific culture permeates all the activities at the University of Bordeaux. Within its departments, institutes and laboratories, the University of Bordeaux has created conditions where research can flourish freely and accommodate students right from the very start of their studies.

Strategic and collaborative components

Fundamentally multidisciplinary, the University of Bordeaux has structured its organisation based on its own model, with major colleges, of which one is dedicated to doctoral education, trade- or branch-based institutes, and research departments. The components – established and recognised in their fields of expertise or scientific registers – together and in partnership with their socio-economic and international environments, develop the research, educational and innovation activity which has given the University of Bordeaux its reputation.

This original organisational model is the basis of its capacity to offer multiple types of knowledge, as well as a wide range of educational programmes that break down the barriers between fields of study in a spirit of lifelong learning.

> 4 colleges grouping together the training components (training units, faculties and institutes), 3 theme-based institutes.

> 1 multidisciplinary Graduate Research School grouping together eight doctoral colleges and graduate programmes.

> 11 research departments grouping together 90 laboratories, institutes, or technical platforms and creating the conditions for interdisciplinarity.

Research Departments

Law & Social
Transformations

Behaviours, Organisations
& Evaluation Policy (ECOr)

Bordeaux Neurocampus

Public Health

Archaeological Sciences

Biological & Medical
Sciences

Health Sciences &
Technology

Environmental Sciences

Engineering & Digital
Sciences

Material & Light Sciences

Social Sciences
of Contemporary
Changes

Colleges

College of Law, Political
Science, Economics
& Management

College of Health Sciences

College of Human Sciences

College of Science
& Technology

Graduate
Research School

Law

Economic Sciences, Management
& Demography

Mathematics & Computer Science

Sciences & Environment

Physics & Engineering

Health & Life Science

Chemical Sciences

Society, Politics & Public Health

Institutes

University of Bordeaux
Institute of Technology
(IUT)

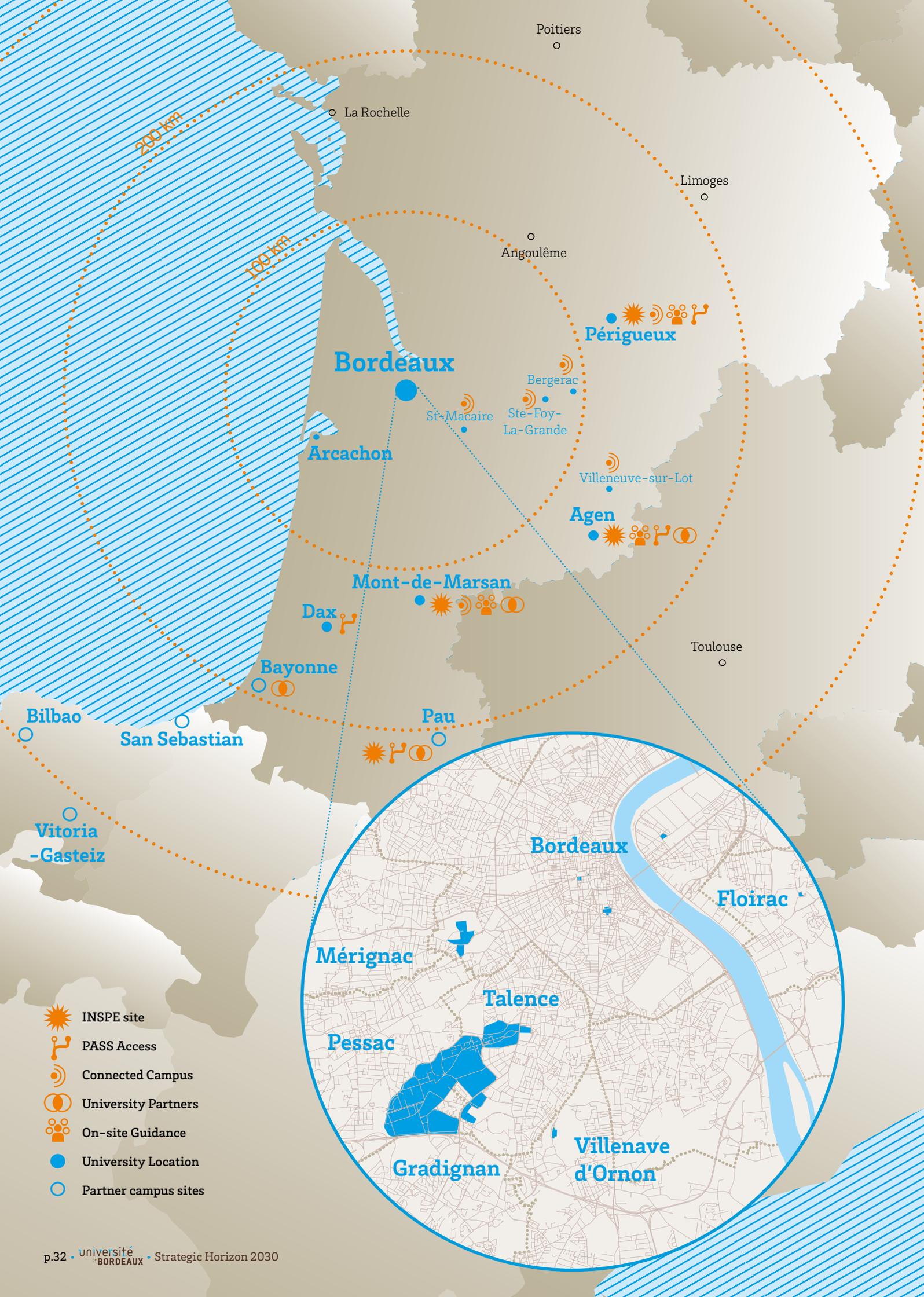
Institute of Vine
& Wine Science
(ISVV)

Institute of Education
(INSPE)

.....
Fields of Study
& doctoral specialities

Anthropology and ethnology
 Astrophysics, plasma, nuclear engineering
 Archeology
 Cell biology, animal development biology
 Coordination chemistry, catalysis, materials
 Molecular chemistry, polymers, catalysis, materials
 Evolutionary, functional and community ecology
 Private law and criminal science
 English studies: specialised language - language didactics
 Finance, management
 Process engineering
 Computer Science
 Foreign languages & literatures, civilisations, cultures and regional languages
 Neurology
 Medical neurology
 Parasitology
 Nuclear and particle physics
 Environmental physics
 Economic Sciences
 Cognitive Sciences & Ergonomics - Cognitive Sciences option
 Political Science
 Sciences and techniques of physical activities and sports
 Astronomy, the universe
 Biological anthropology
 Automatic control, signal and image processing
 Cell biology, developmental biology
 Molecular and structural biology, animal biochemistry
 Plant biology
 Physical chemistry
 Chemistry of and for the
 Theoretical and Analytical Physical Chemistry
 Organic chemistry
 Public law
 Economics
 Epistemology & history of science
 Medical genetics
 Geochemistry and Ecotoxicology
 History
 History of law
 Chemistry Biology Interface
 Linguistics
 Applied mathematics
 Applied mathematics & scientific computing
 Ocean, atmosphere
 Polymers
 Prehistory
 Public Health
 Cognitive Sciences & Ergonomics - Ergonomics option
 Sociology
 Sociology, Demographics
 Solid Earth
 Urban Planning and Development
 Cell biology & pathophysiology
 Biotechnology, environmental sciences, synthetic biology, agronomy
 Molecular and structural biology, biochemistry
 Cancer
 Analytical & environmental chemistry
 Law
 Evolution, ecology, population biology
 Electronics
 Electronics
 Genetics, genomics, bioinformatics, systems biology
 Materials, structure and solid physics
 Microbiology
 Mechanics
 Nutrition
 Pharmacology - pharmaco epidemiology, pharmaco vigilance option
 Molecular, plasma and optical physics
 Public Health - Epidemiology option
 Public Health - biostatistics option
 Education Sciences
 Marine sedimentology & paleoclimates
 Production engineering, signal and image processing
 Bioimaging
 Biogeochemistry & ecosystems
 Cell biology and plant development biology
 Cardiology, cardiovascular diseases
 Demographics
 Electronics
 Energy, Thermodynamics
 Ethnology - social and cultural anthropology option
 Pharmacology, Medical Technology
 Genetics
 Lasers, matter & nanoscience
 Solid State Mechanics
 Microbiology - immunology
 Neuroscience
 Physiology, endocrinology, pathophysiology
 Physical chemistry of condensed matter
 Management Sciences
 Public Health - health & computing option
 Information & Communication Sciences
 Virology





-  INSPE site
-  PASS Access
-  Connected Campus
-  University Partners
-  On-site Guidance
-  University Location
-  Partner campus sites

A quality environment and facilities

The University of Bordeaux, which owns its property, provides areas for working, studying and living in an environment with outstanding heritage where historical buildings, modern facilities and natural landscapes blend together. The modernisation and continuous evolution of the premises are the subject of an ambitious real estate and urban master plan, thus making the most of the property in its thriving surroundings and creating a dynamic, balanced campus.

One of the largest campus sites in Europe

- > **187 hectares of campus**, including **140 hectares of green spaces**
- > **293 buildings** on a surface area of **542 500 m²**
- > **88% of the property** located in the **Bordeaux metropolitan area**.

High-performance facilities

- > **38 libraries** with reading seating for 4,000
- > **over one hundred technical support centres and specialised technological platforms** for research and open innovation
- > **28 hectares of sports facilities**
- > **an experimental urban forest**, a place for study, observation and walking, open to all.

A university fully integrated into a digital world

- > **facilities and tools accessible** to all the communities and activities on and off campus, on mobility programmes in France and abroad
- > **computerised, paperless service platforms** for campus life during studies and beyond
- > **support available** for the creation of content, or the development of innovative digital tools and services.

Dynamic campus sites

The University of Bordeaux has several campus sites in the heart of the Bordeaux metropolitan area and in several towns in the south of the region. It is committed to the social, environmental, economic and cultural balance of its students and communities in its different locations, whose development projects it supports.

A network of campus sites in the region...

- > **One main location in the Bordeaux metropolitan area** with seven campus sites including three in the Bordeaux city centre, a UNESCO world heritage site
- > **6 campus sites** in Agen, Périgueux, Pau, Bayonne, Mont-de-Marsan and Dax, allowing easy access to higher education, including in health studies, thanks to specific 'PASS' access paths (on four campus sites)
- > **the development of 'connected campus sites'** located in mid-size towns, enabling young and not-so-young people to begin or resume higher education studies in a hybrid format (distance learning, on-site educational support) close to home: Bergerac, Périgueux, Mont-de-Marsan, Sainte-Foy-la-Grande, Saint-Macaire and Villeneuve-sur-Lot.

...enriching the associative, economic and cultural life locally

- > **135 student associations:** cultural, sports, humanitarian, sustainable development, sector-specific, etc.
- > **Numerous events**, meetings or competitions in the field of sports, science, innovation or entrepreneurship, including a biennial Arts and Science event (FACTS)
- > **Innovation and technological development facilities** on all the campus sites, in touch with the local sectors of employment and business

Essential, major partnerships

External relations, whether international, national or local, play a central role in the University of Bordeaux strategy and reflect its openness. There is a wide range of partners (other higher education or research institutions, including national organisations, businesses, competitiveness clusters, cultural entities and associations, local authorities, citizen groups, etc.). They are involved in most of the University's major institutional transformation programmes.

- > **Association and partnership agreements with schools of higher education** on our campus sites, encouraging the co-sponsorship of projects, teacher exchanges, and the development of a clear and attractive offer for students, in particular first-time students. Associates: Bordeaux INP, ESTIA Institute of Technology, Sciences Po Bordeaux; Partners: Bordeaux Sciences Agro, ENSAP Bordeaux (French School of Architecture and Landscaping)
- > **Four research organisations are committed to a long-term strategic partnership** with the University of Bordeaux: CNRS, Inserm, INRAE and Inria. Like "University of Bordeaux-Inria Centre" set up in 2021, they contribute to the University's scientific performance and to its national and international reputation and impact
- > With its counterpart Universidad Del País Vasco/Euskal Herriko Unibertsitatea (UPV/EHU), the University of Bordeaux has been developing a **Euroregional campus** since 2011, spearheading socio-economic and cultural activity on the Bordeaux-Bilbao axis in Europe
- > **a European alliance**, ENLIGHT, created in 2021 with UPV/EHU, Ghent University (Belgium), Geor August Universität Göttingen Göttingen (Germany), Tartu Ülikool/Universitas Tartuensis (Estonia), NUI Galway / Oé Gaillimh (Ireland), University of Groningen (Netherlands), Uppsala University (Sweden) and Univerzita Komenského V Bratislava (Slovakia)
- > **privileged international partners**, in particular: Japan (Universities of Kyoto and Tsukuba), USA (University of California, University of Cincinnati), Canada (Laval University, Waterloo University, McGill University), Morocco (Mohammed V University in Rabat), and Taiwan (National Taiwan University).



Bordes Campus,
on the university grounds in Talence

57,000
students



6,200 International students





université
de BORDEAUX



**over 300
sports medallists
& titleholders**

The University of Bordeaux's sports association has dominated university competition for several years. In Bordeaux, high-level athletes can easily reconcile their studies with sports. In the run-up to the 2024 Olympic Games, the University has been awarded Generation 2024, Terre de Jeux 2024 and preparation centre labels. On a broader level, and not necessarily a matter of competition, sport is an integral part of the model of balance sought by the University of Bordeaux, which is convinced that playing sports contributes to the quality of life of its students and staff. Supported by the local authorities, this approach is illustrated by long-standing partnerships with national federations and clubs.



université
de BORDEAUX

**French champion
of sports associations
8 times & European
champion in 2018**

500

doctoral graduates a year





**A wide range of degrees
available including:**

23 Bachelor degrees

& 64 vocational Bachelor degrees

58 Master degrees

20 BTech specialities

11 university Bachelor of Technology degrees

1 legal aptitude degree

1 national oenology degree

1 notary public degree

& 221 university degrees

(incl. 171 in the health field)







Rate of *open-access* publications doubled
over the past ten year

94% of doctoral theses in
open access





IHU Liryc*
in the world's top 10
in its field

* IHU Liryc: the University-Hospital
Electrophysiology
and Heart Modelling Institute in Pessac

A photograph showing three individuals in blue uniforms looking up at a large, complex aircraft engine. One person is pointing at a specific part of the engine. The scene is set in a well-lit industrial or hangar environment.

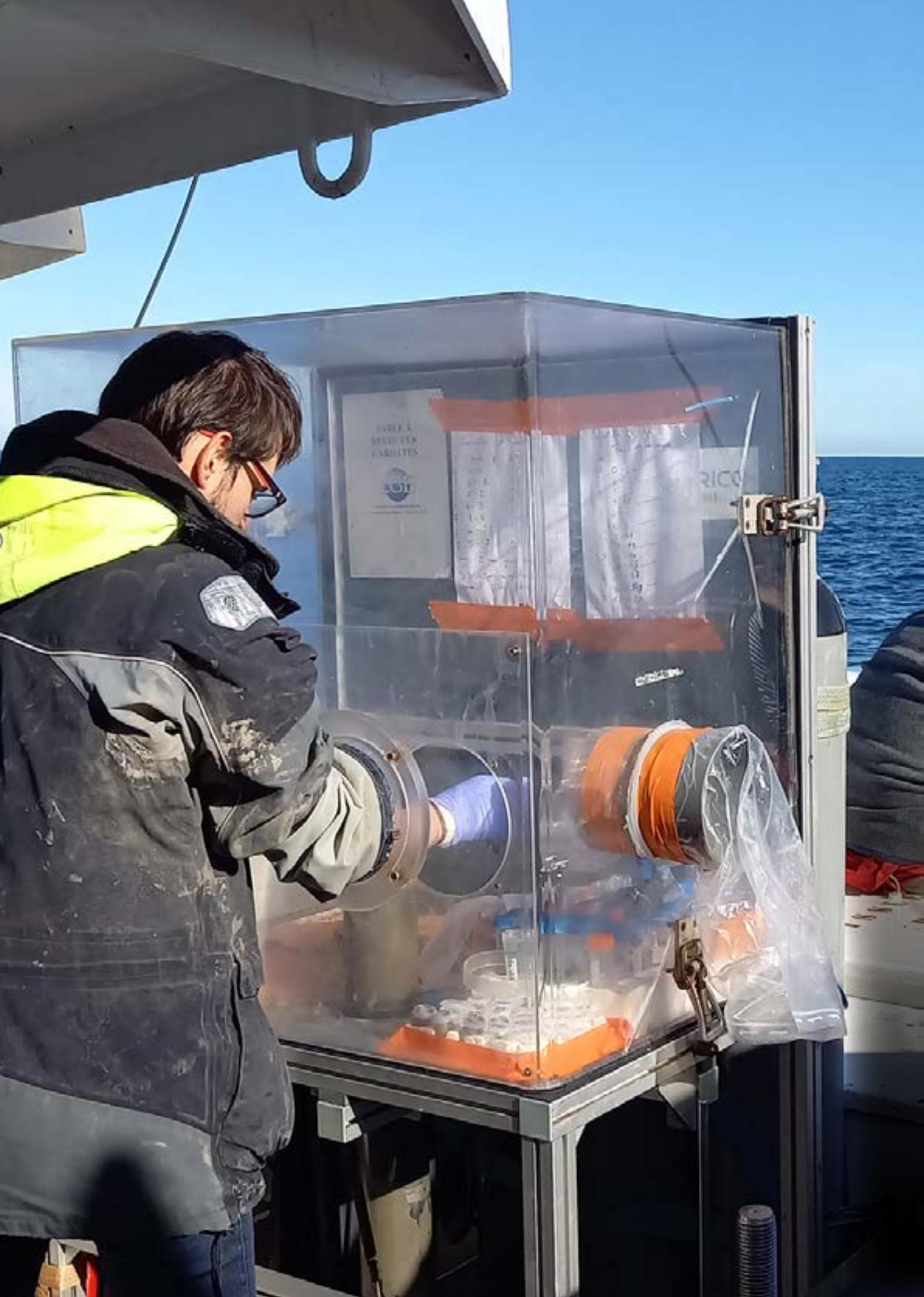
Nearly 500 programmes
available in
work/study or
continuing education
(i.e. nearly one out of two programmes)

32 start-ups created since 2014

such as *TreeFrog Therapeutics*, which provides access to cell therapies for millions of patients thanks to technology protected by 7 patents, from the University of Bordeaux, CNRS and *Institut d'Optique Graduate School (IOGS)*







A photograph showing three people on the deck of a research vessel. A woman with curly hair, wearing a grey long-sleeved shirt and a red life vest, is holding a cylindrical sample container. A man in a grey jacket is looking at the container. Another person in a black and white striped shirt and red life vest is standing nearby. The vessel's equipment, including a white structure labeled 'CMU 5T', is visible. The background shows a clear blue sky and the open ocean.

Nature and platforms for research, education & innovation to meet the challenges of sustainable development

- > Nearly 1,000 km of Atlantic coastline
- > One of the largest estuaries in Europe
- > A hub of knowledge for 'energy and marine ecosystems' with the University of the Basque Country (Spain)
- > One of the top national research communities in ecotoxicology



Buildings redesigned with energy-efficient fronts as part of 'Operation Campus', **Bordes Campus**, Pessac

600 M invested since 2010

for urban and property renovation,
modernisation and energy
exemplarity of classified
heritage built in the 1970s







A regional campus network thanks to:
2 local community sites
(Agen, Périgueux),
4 regional sites
(Pau, Bayonne, Mont-de-Marsan, Dax)
& 6 connected sites
in Nouvelle-Aquitaine

INSPE (Institute of Education) in Mérignac,
a structure shared with Bordeaux Montaigne
University

[01] Boost the university/environment relationship via a University of Bordeaux alumni network

[03] **THINK DIGITAL FOR THE STUDENT EXPERIENCE**

[04] Reclaim the digital world: training for all on the challenges of blended learning

[05] Rethink the areas to make the **campus more inclusive of the city and the city of the campus**

[02] Offer a **personalised student course of study** with flexibility in form and content

[06] Set aside a place/building dedicated to innovative science

[07] **INNOVATIVE SCIENCE CO-CONSTRUCTED WITH THE COMMUNITY**

33 ideas

[17] Biodiversity refuges on campus

[18] Train campus users and give recognition for their **commitment**

[19] Make the University a major player in housing regionwide, via partnerships, to provide stability and inclusion

[20] Decentralise the university: an **eco-friendly neighbourhood** at its heart

[21] Adopt a sustainable food policy on campus

[22] Position the university on **transition challenges**: an institute of transitions

[23] The University takes part in a culture of transitions

[24] **A TERRITORY OF EXPERIMENTATION FOCUSED ON THE USE OF PLASTICS**

[08] Amplify the interaction between education and research

[12] Develop a **reflexive approach** in the development of innovative science

[11] **STRENGTHEN THE UNIVERSITY'S ATTRACTIVENESS & REPUTATION**

[09] **PARTICIPATE IN THE EMERGENCE OF THIRD PLACES**

[13] Encourage serendipity: give time back to researchers

[15] Amplify the open science movement at the University

[10] *Innovative science*
attentive to the individual

[14] *Promote the dissemination, understanding and impact of innovative science on the individual*

[16] **FOSTER THE INTELLECTUAL RESOURCING OF RESEARCHERS**

for tomorrow's university

For almost two months, University students, researchers and support staff were involved in collaborative and participatory workshops - sustainable development, innovative science and the learning ecosystem - which gathered contributions from a total of 330 people in the Spring of 2021.

The closing session (3 May 2021) open to the public was attended by 260 participants online. All the ideas are available online on the University's participatory website:
<https://participation.u-bordeaux.fr/>

[25] Set up a health & well-being campus

[26] **MANAGE THE STRATEGIC ISSUES OF TRANSITION THROUGH IMPACT**

[27] *A fully accountable university*

[28] **Strong or weak sustainability: what is the University's position and ambition?**

[29] **A university committed to the fight against HR instability and in favour of job equality between genders**

[30] Enable users to adopt campus sites as their own

[31] *Towards energy autonomy of University campus sites and carbon neutrality*

[32] Institutional transformation at the heart of innovations

[33] **A OUTREACHING UNIVERSITY WITH AN IMPACT ON ITS REGION**



*[...] a fine
harmony
when doing
and saying go
together*



Michel de Montaigne, *Essays II*, 31

{ Part 2 }

A university in action for a world in transition



Université
de BORDEAUX

Campus
Michel Serres

Creation of the fresco
on the Michel Serres campus in Agen
by the Streetarterie artists (2021)

Vision



Societies are currently undergoing major ecological, societal and technological transitions.

The output, transmission and dissemination of knowledge is now a major challenge. More than ever, the University must be not only the place where theoretical processes are conceived and taught enabling better comprehension of the challenges of our time, but also the place where practical tools capable of providing concrete solutions are collectively designed, tested and made available.

Driven by both its old and new identity, with its mutually-enriching universes of knowledge and in keeping with its status as a major research university and its responsibility as a public entity, the University of Bordeaux is starting a new chapter, focused on reinforcing its contribution to society.

With *Strategic Horizon 2030*, it is creating the conditions to make sure its communities, partners, and those who are coming on board, find an environment and opportunities allowing them to flourish and to make a positive difference throughout their lives.

Major challenges



The scientific community has been studying climate change and the effects of human activity on the environment for a long time. The first report by the IPCC – the Intergovernmental Panel on Climate Change – was written in 1990. The year 2030, which has become widely accepted, was set in the Meadows Report, in 1972, as a limit to growth as conceived by post-modern societies in the 20th century. A multidisciplinary scientific consensus has gradually made its way onto the agenda of public and political stakeholders, whether the United Nations sustainable development goals (SDGs) or the European Union's Horizon Europe programme (2021-2027). We therefore have ten years left to act.

On local and global levels

This new decade has got off to a tragic start with a global pandemic whose origins and consequences have revealed or emphasised major mutations already underway. Although a crisis of conjuncture, it also has structural causes. Major transitions are emerging.

- > The globalisation of trade and the advent of a 4th industrial revolution
- > The crisis of liberal democracies
- > Global warming and its consequences
- > Urbanisation and its effects on the earth's ecosystem
- > The unequal distribution of wealth
- > The rise and role of new information networks



As part of the national back-to-school framework for the Climate, the University of Bordeaux raised the awareness of over 4,000 students via the *Climate Fresk*.

2020 > 2030

The decade for action



Universities in the 21st century are the breeding ground for creativity and learning that are essential to the balance of our planet, our societies and our economies. The solutions for the future come from the joint and coordinated initiatives of universities in France, in Europe and worldwide, supported by the public authorities and their communities.

The university: a place for action for a world on the move

By their very nature, universities are open to the world and society, and are the place of knowledge and its transmission: teaching is backed by research, which drives science forward. The dissemination of scientific and technical culture and the promotion of its knowledge for the benefit of society are at the heart of the university's missions. It is a seedbed between fields of study and individuals, where progress can be reinvented for the common good, where new ways of "creating a community" can be tested and shaped.

In that vein, four major principles of responsibility have guided the University of Bordeaux's development and involvement, in a constant quest for balance specific to its culture. The principles were drawn up collectively and are supported by this ethical vision of a public institution mindful of its social, economic and environmental contribution.

1. Ensure the preservation of the environment in a continuum that includes climate issues, biodiversity and human health.
2. Strive for a society of equality and justice.
3. Develop digital technology to benefit individual and social cohesion.
4. Contribute to scientific and technological progress through the development of high-impact research at the forefront of international excellence.

21st issue-driven science

All these transitions are fraught with fragilities and risks that need to be understood and analysed in their complexity. They call for unprecedented collective responses. They require talent to lead them in a new state of mind focused on finding sustainable, cohesive solutions, motivated by the common good and the preservation of resources. The University must assume its full role in the discussions and in choosing the strategies, on an international scale, aimed at rethinking the world of tomorrow.

The urgency of the situation requires the output of new knowledge resulting from curiosity-driven research, a demanding education based on the development of a critical mind accessible to the widest possible audience. Approaches to education, research and innovation must be rooted in reality and motivated by the collective invention of hopeful solutions. The diversity of academic fields, cultures and individuals that make up the University, the respect of their traditions and the recognition of their distinctive contribution for the institution are an opportunity to chart the future in that direction.

Excellence for collaborative response to major challenges

The path to the 2030 horizon has also been charted in terms of major highly-multidisciplinary research initiatives driven by global issues for which the University of Bordeaux can really make a difference. These major initiatives, defined by the community and drawn up with an international scientific council, bring together the strengths of the University and its partners to achieve ambitious educational and scientific objectives. In the way they are implemented, they are open to new approaches to doing science with and for society, and aim to shape the actors of present and future transformations.

These initiatives are the flagship of the University of Bordeaux's strategy. They are based on top-notch fundamental research and benefit from infrastructures at the cutting edge of international excellence, such as platforms open to partnerships, especially European ones. They are conceived in a logic of joint development with universities that share this vision of science at the service of progress and that, together, intend to change the world for the better through new avenues of knowledge and their applications.



MRI on the biomedical imaging platform,
University of Bordeaux Research Department of
Science & Technology for Health

Major Research Programmes

Bordeaux Plant sciences (BPS)

Studying and understanding the trade-offs: a compromise between production and resistance to environmental constraints in plants, for the development of a more resilient, environmentally-friendly agriculture.

Bordeaux Region Aquitaine Initiative for the future of Neuroscience (BRAIN 2030)

Exploring the inner workings of the brain and its pathologies, from molecules to behaviour.

Understanding Human Well-being and Behaviour for better Policies & Societies (HOPE)

Studying well-being and individual behaviours, while putting social sciences back at the heart of the social and political debate to improve collective thinking and public decisions.

Human Past

Understanding the trajectories through which the members of a line of Hominins ended up occupying all the planet's ecosystems by developing cognitive, technological and social adaptations unparalleled in the animal world.

Interdisciplinary Policy-Oriented Research on Africa (IPORA)

Analysing the multidimensional and systemic aspects of the new challenges facing African societies, by creating a new, more interdisciplinary type of research network.

Light sciences and its applications (LIGHT)

Developing high-impact research in light sciences and applications, to be at the forefront of the current revolutions in photonics and quantum technologies.

Post-Petroleum Materials (PPM)

Rethinking materials chemistry based on the principle of "circular chemistry", concerned with the sustainability of more efficient and less-energy intensive materials – minimising waste, by favouring the use of bio-resources, recycling, in-situ monitoring of their usage and/or their state of health and degradation.

The Impulsion: cross-disciplinary research networks

Best

Developing new methodologies in the fields of the Factory of the Future aimed at "making better to live better": from design to production and the control of industrial activities, taking into account the central role of humans in these activities and energy management at different levels.

Robsys

Structuring research on the robustness of autonomous systems – especially decision making – in the face of various forms of perturbations as well as uncertainties on models, for use in the fields of transportation, industry and agriculture.

Frontières du vivant

Reorganising living systems from the molecular level to the cell, tissue and organ level.

Impact

Developing and validating innovative bioimaging strategies, through translational approaches up to and including patient care.

Origins

Studying our cosmic origins: from matter and planetary systems to climate change.

PHSD

Meeting the new methodological challenges of data science in public health.

Newmoon

Inventing new study models in oncology; understanding better to treat better.

Tackling Global Change

Providing a scientific response to tackle urgent challenges and dilemmas posed by the global change crisis.

Challenge-oriented graduate programmes

Legal Excellence for innovation – LexFI

Training jurists capable of confronting – and even anticipating – the permanent innovations of the 21st century's globalised society.

EcoPoDeMa – Economics

Training in economic decision-making through research (production and use of research).

Eur@frica

Combining disciplinary and interdisciplinary skills in the management of new systemic and cross-cutting issues in Africa.

NUMERICS – Data science & engineering

Training experts in complex digital systems and Big Data where mathematics, engineering and computer science are studied alongside human and social sciences to meet societal challenges (mobile objects, smart cities, etc.)

Archeo

Creating a 'laboratory-region' benefitting from the Nouvelle-Aquitaine region's outstanding archaeological heritage to optimise professional training in archaeology.

Environmental Sciences – SENSE

Training students capable of meeting the challenges of anticipating, restoring, protecting and developing eco- and agro-systems impacted by human activities and global changes.

Light Sciences and Technologies (S&T)

Training experts in light sciences and technologies to tackle some of the greatest revolutions in the 21st century, in the fields of energy, health sciences, advanced manufacturing, ICTs, environmental protection and safety, etc.

Infinity² – Physics of the two infinities

Developing new innovative courses on Big Data processing and artificial intelligence to meet the challenges of physicists of the two infinities (astrophysics and subatomic physics).

Bordeaux Neurocampus – Neuroscience

Training the next generation of experts via cross-disciplinary programmes ranging from fundamental neuroscience to translational and applied neuroscience.

Cancer Biology

Training through research in the fundamentals, from basic cellular and molecular biology to translational, clinical and technological research, including new technologies and interdisciplinarity for innovation in oncology.

Cardiac EP

Training high-level specialists from a variety of specialised fields in cardiac electrophysiology and bio-engineering.

Sciences and Technologies for Health – SiTH

Training flexible and adaptable researchers, at the interface of the fundamental sciences of biology and medicine, capable of innovating in human health (careers in health products, research, quality, project management).

EUREkA: chemistry & physical chemistry of materials

Training a new generation of researchers and engineers specialised in the design and production of new materials, as well as their eco-design and lifecycle.

Digital Public Health – DPH

Training experts in epidemiology, statistics, computer science and social sciences to explore the impact of digital public health on society.



Institute of Vine & Wine Science, in Villenave d'Ornon. 3,000 m² of greenhouse cultivation and 10 hectares of experimental vineyards.

Horizon 2030

The obligation for a research-intensive university to imagine the solutions of tomorrow



The University of Bordeaux has reaffirmed its objective to evolve and improve the way it carries out its missions in a context subject to multiple tensions, where the demands placed on it are ever higher. It has an obligation to its communities and to society to assert its position as an actor for the common good, whether at the scientific, educational, cultural or political level, by voicing innovative and concrete proposals, always underpinned by science, in the face of wide-ranging and complex challenges.

That objective must also take on an exemplary form, in the way it exists, functions and evolves.

A university and community in high demand

The University of Bordeaux, together with its counterparts around the world, is shaping a university sphere without borders, key to the sustainable balance of inclusive, democratic societies. Its graduates are in demand as much for their vision of the world as for their professionalism and their ability to imagine, accompany and carry out transformations for the benefit of a wide variety of organisations and issues.

Science that stands out

The University of Bordeaux provides a realm and conditions in which all forms of research emerge freely and can develop, without limits or boundaries in terms of disciplines, with excellence as its primary driver.

It is known for its original approach to partnership-based, issue-driven science – a source of novelty and progress – like the generations of researchers that it has produced.

A spirit of belonging and pride in acting collectively

The University of Bordeaux is proud to be able to rely on a diverse and socially-aware community, united by the same sense of achievement and commitment with a positive vision of the future. Having studied or worked at the University, having been involved in a mobility stay, a residency or a joint project, makes each and every one of them prime ambassadors.



Clean room for printed organic electronics,
ELORPrinTec, Peixotto Campus, Talence



Montaigne-Montesquieu Campus forecourt,
the University grounds in Pessac.

Making our university model the lever for new forms of balance



Three priorities for growth

The University of Bordeaux is giving itself the means to manage its own transformation, in the best possible conditions, for the benefit of transitions.

It is raising the profile of its many strengths: the excellence and creativity of its research teams as well as the values that it cultivates and instils.

Within its networks and ecosystems, it is encouraging its communities to take advantage of their diversity to innovate and carry out transformations for the well-being of societies, the environment and the planet.

In a cross-cutting way, three priorities for growth outline the University of Bordeaux's collective efforts for 2030. The areas reflect the changes already underway, that the University has committed to accelerating in order to make synergies and cooperation between universities in France, Europe and worldwide a major lever for action in favour of transitions, starting now!

Priorities for growth



Priority 1: Allow graduates to make a difference

The University of Bordeaux is applying its energy as a major international research university to this priority. It is using its resources and networks to allow graduates to make a difference for themselves, for others and for the organisations that recruit them or invite them to collaborate. Through various incentives and dedicated development programmes, it is encouraging the entire University community to place student progress and success at the heart of its concerns, in particular by including them in research activities from the outset of their degree programme.

A goal

> Make the success of all our projects and talent pool a benchmark of our programmes – a source of collective pride and a guarantee of cohesion

As a place of fulfilment and achievement, the University of Bordeaux allows students to push back the limits of knowledge and to invest in a whole realm of possibilities in favour of progress for the environment, society and the economy. It plays its role as a true pathfinder, guide and catalyst for those who come, whether for a course of study, a professional career, an upgrade in skills, a partnership or a visit.

The University of Bordeaux degrees are focused on providing the advanced knowledge and skills to undertake the transformations that are needed in this unique decade. As evidence of that state of mind, the University's degrees are a point of reference for starting out or advancing in a career, as well as for being a responsible citizen of the world. Guiding each and every one towards success, opening up to as many students as possible by multiplying the chances of entering the University of Bordeaux, is not only the academic body's concern, but also the whole community's, which must find in the University's policies and priorities the levers to become involved.

Our main contribution to the decade of action:

increase the influx of people trained or (re)trained, at all degree levels to "make a difference", especially for professions contributing to progress, including junior researchers.

Accelerate transformations to:

- > Offer and renew a wide range of expert, multidisciplinary and interdisciplinary content, nurtured by decompartmentalised knowledge and constantly updated in line with the progress made in top-level research.
- > Provide all students with core skills – versatile, adaptable and eco-responsible management practices – acquired through taking initiatives and confronting innovation in the real world.
- > Propose flexible course formats and schedules allowing personalised courses of study as levers for active, career-oriented learning and continuous development in a digital world.
- > Develop enhanced support and guidance adapted to all projects and profiles, throughout life and across borders, physically and digitally.

Accelerate transformations via:

- > Promotion of a University of Bordeaux degree 'brand' supported by a standard of reference (NewDEAL project)
- > Our action as a European and civic-minded university (within the ENLIGHT alliance)
- > Innovation for active guidance (ACCES project)
- > Digital environments for user experience
- > A network of University of Bordeaux alumni and partners
- > A campus ecosystem made up of areas redesigned for greater accessibility, inclusion and quality of life

Priorities for growth

Priority 2 :

Innovate and experiment for transitions

A public institution of research, education and innovation, particularly via science, the University of Bordeaux uses its responsibility as a lever for guiding and accompanying transitions on all levels of action, on its campus sites as well as throughout its cross-border and Atlantic region. It draws on its roots in European and international networks to jointly conduct experiments and develop decision-making tools based on scientific proof. The University of Bordeaux strives to enlighten and accompany decision-makers in driving a new momentum of progress for the world's population and the planet.

It recognises individual and collective commitments to all forms of knowledge development and learning and values risk-taking.

A goal

> Be the first *Real World Campus* in France dedicated to transitions and a forum open to the co-creation of new forms of research, innovation and education

By opening and equipping its campus sites to make them living laboratories, incubating experimental projects to develop and validate socially-acceptable and economically-viable solutions for transitions, the University of Bordeaux applies the 'right to disruption' to itself, to which it commits its communities, students, and more broadly its users. As a highly influential University, it is based on an original, balanced model, both heir to the tradition of the Enlightenment and a promoter of a new approach inspired by the great schools of pragmatism, in a 21st century metamorphosed by the use of digital technology.

On campus, this form of breaking down barriers through experimentation also encourages the development of new socially-responsible practices of innovation and research.

It increases the opportunities for learning in contact with real-life situations for its student population (hands-on training), and for the actors of society in general, including the public authorities. These opportunities are a source of inspiration in defining policies to address complex situations.

This new mindset, based on dialogue, data sharing and collective intelligence, contributes to resourcing and chance discoveries, while facilitating risk-taking for the benefit of innovation in general.

Our main contribution to the decade of action: intensify the roll-out and adoption of University-led solutions to accompany individuals, populations, organisations and nations through transitions.

Accelerate transformations to:

- > Make our campuses true «learning campuses», models of inspiration for a new art of living, training and producing together in the widest range of activities: sustainable management, healthy nutrition, energy autonomy, carbon neutrality, sports and well-being, biodiversity sanctuaries, materials circularity as well as inclusive solidarity, citizen outreach and participation, and organisational innovations.
- > Create conditions conducive to the development and sharing of science that brings progress because it is in tune with society and its expectations.
- > Make scientific knowledge and innovations more accessible to the widest possible audience.
- > Attract and retain a wide range of talented profiles with motivations and aspirations in line with the University's values, and willing to get involved in transformation projects: whether teachers and researchers, PhDs, students, employees, public and private partners, suppliers, alumni or individuals...
- > Shape a new entrepreneurial culture in the age of big data and artificial intelligence, contributing to the "European green deal" objectives and the southwestern Europe's dynamism.

Accelerate transformations via:

- > The goal set out in the roadmap for transitions.
- > The synergistic effect between the ACT (Augmented Campus for Transitions) and InnovationS programmes.
- > The joint research and innovation roadmap of the RISE programme within the European alliance, ENLIGHT.
- > The development of a campus digital twin coupled with an incentive policy for data access.
- > Attractiveness programmes for people mobility to improve the circulation of talented profiles.
- > Responsible policy of urban and property investments in favour setting up and developing responsible innovation initiatives and projects.

Priorities for growth

Priority 3 :

Assert our position as an outreaching university

Independent and connected to the world, the University of Bordeaux sees its status as a knowledge-based organisation as a resource for the balance of prosperous, democratic and inclusive societies. At each level of action (local, national, European, international), it strives to strengthen a community of higher education, research and innovation, reaching out to the regions, without borders and focused on the quest for efficiency for the common good. It values the collective dimensions of its achievements.

A goal

> Be a trustworthy partner for those seeking to act for the welfare and balance of societies

By adopting modes of governance and operation that tend to abolish boundaries between fields of study, people, organisations and institutions, and lessen distances in favour of a common goal, the University of Bordeaux is firmly rooting its path in the modernity and fragility of the 21st century. It anticipates and adapts to the emergence of new forms of complex knowledge production. In long-term alliances, the University finds a lever for development to open new scientific frontiers, take up challenges and make the knowledge it has acquired rapidly exploitable. By acting and behaving as an integral part of an ecosystem, it strengthens its resilience for the benefit of its missions and its audiences.

Digital excellence, measured in terms of user confidence in the services provided and its contribution to social and environmental issues, is an objective to achieve the vision of an outreaching, extended university.

Digital excellence makes it possible to strengthen dialogue, achieve better operational performance, share infrastructures, open up knowledge, make opportunities visible or provide personalised support to individual paths.

The advent of data in research practices offers new perspectives and has made cooperation even more crucial.

Our main contribution to the decade of action: increase opportunities for growth available to graduates, the academic community, partners and alumni in a border-free university forum.

Accelerate transformations to:

- > Widen the scope of expertise and fields available through the University of Bordeaux programmes, in line with our degree policy.
- > Achieve the smoothest possible flow between individuals and organisations allowing each and every one to accomplish their missions, and in particular the performance of France as a great scientific nation.
- > Stay in touch with a wider community, united in the face of crises and acting for the common good, sustained by a sense of belonging.
- > Energise, through knowledge, a Euro-regional territory with a fresh outlook on innovation contributing to the preservation of a high-quality natural, cultural and economic environment, conducive to the well-being of the population.
- > Strengthen the University of Bordeaux's position as an influential voice for an ambitious, united and cohesive Europe – a force for progress on a global scale.

Accelerate transformations via:

- > Trustworthy partnerships with a wide range of stakeholders in society at the local, national, European or international level and based on mutual strategies.
- > The joint degree policy within the framework of the European alliance, ENLIGHT.
- > Collective achievements, such as the collaborative platform "The Hub", which pools a wide range of resources for innovation.
- > The programme aimed at modernising and simplifying administrative practices paired with digitalising various processes (EASI Lab project).
- > The reinforcement of the University of Bordeaux's physical and digital presence in the region.
- > Co-investment in shared, secure and eco-responsible digital infrastructures.



UbeeLab, the incubator that accompanies University of Bordeaux students and recent graduates with an entrepreneurial project or idea, in any field. La Bastide campus site in Bordeaux.

Establishing a sustainable model of a public, independent and accountable organisation

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Three priorities for enhancement

The University of Bordeaux has set itself a ten-year horizon to achieve a sustainable model that will enable it to maintain and develop as a major research university with international appeal.

The fundamentals are there, but they need to be consolidated. Three priorities have been identified for pursuing that ambitious goal.

Priorities for enhancement



Priority 4 : Consolidate the pillars of sustainable institutional excellence

The transformations targeted by Strategic Horizon 2030 require the University of Bordeaux to maintain and boost its current path for growth.

It is committed to a performance plan aimed at strengthening its achievements and anticipating the evolution of practices.

The objective is to provide University of Bordeaux users with an environment meeting the highest international standards.

- > Enhance **the University's overall strategic capacity** by accompanying and supporting the training components and departments in the elaboration and implementation of a multi-annual development plan enabling them to fully embrace the strategy and opportunities offered by the University.
- > Promote **responsible and inclusive research and innovation practices** in the age of data, connected to the best national and European infrastructures.
- > Make a commitment to **equal opportunities throughout life**, by being a driving force in the evolution of the French national system for vocational training and higher education.
- > Enhance **campus attractiveness**, by creating emblematic sites and outstanding facilities, in particular sports and cultural venues, which contribute to shaping the University of Bordeaux's identity and to making the potential of its students and communities a reality.
- > Develop our **profile as an international French-speaking university**, through multilingual access and the promotion of intercultural experiences.

Performance indicator:

Enhanced attractiveness (education, research, administration).

.....
Priority 5 :

Diversify resources to support evolving missions

.....

The University of Bordeaux's ability to carry out its missions is based on the individuals that characterise it, and the talent that each and every one brings to bear. As a result of the challenges that lie ahead, the university community's, society's and the State's expectations of universities are changing along with the scope of university missions. That requires new financial resources as well as new human skills, in a coherent development approach, mindful of the environmental impact and with an eye to the efficiency of public investment.

The goal set out in the Strategic Horizon 2030 is essential in tackling these changes.

Adapting the University's economic model is the key to making it sustainable. Increasing resources and optimising expenditure must systematically be addressed hand in hand.

> **Steps to diversify external resources**, beyond the usual sources of income. Missions are considered as potential sources of growth, including those in association with urban and property levers (for example, a real estate offer for innovation). As with lifelong learning, the development of which meets a strong demand, the University of Bordeaux favours approaches that combine new resources with the development of its missions. The evolution of the revenue model also includes opportunities associated with the European and international dimension of the University of Bordeaux.

> **Organisational innovation**, in particular through digital transformation, makes it possible to optimise practices, administrative and support functions or to reduce activity-related externalities and costs (energy consumption, etc.). In line with its commitment to social and sustainable development, the University of Bordeaux encourages entrepreneurial approaches associated with projects that accelerate the University's environmental and social transitions, test new models for remunerating the value created at the University or establish new partnership frameworks.

The adaptation of the economic model is being undertaken by the University of Bordeaux at the level of each component, involving the communities concerned, the affiliated branches and organisations (foundations, institutes, etc.).

> The new flexibility make it possible to **invest in a strategic human resources policy** that accompanies the evolution of the University of Bordeaux's missions and enters a virtuous circle of continuous, controlled growth.

Performance indicator:

The University's capacity for continuous development is upheld.

Priorities for enhancement



Priority 6 : Shape and foster a distinctive, impactful science-based culture

The long-term adoption of an impactful culture also entails experimenting with new processes for managing activities, policies and projects.

It concerns actions initiated by the University of Bordeaux itself, and also conditions the decision to get involved in projects or partnerships it is asked to join, or which take place in its environment.

In the transition to new management processes, it is crucial to adopt evaluation methodologies, whether they concern the University's priorities, skills acquired by students through diversified learning methods, research and innovation activities or career development modalities. In line with its values and its Strategic Horizon 2030, the new management processes have three key characteristics:

> **Anticipation** of the desired and undesired effects and unexpected consequences of decisions, actions or projects – including research and innovation – with a view to optimising them according to the four main principles of responsibility:

1) ensure the preservation of the environment in a continuum including climate issues, biodiversity and human health 2) strive for a society of equality and justice 3) develop digital technology for the cohesion of individuals and societies 4) contribute to scientific and technological progress through the development of high-impact research.

> **Reflexivity**, in particular by conducting action research to assess the changes underway, to fuel a continuous improvement approach and identify the conditions for wider dissemination based on experimentations.

> **Sharing** objectives and methodologies with stakeholders, as well as with the extended University's partners.

This is a particularly important point since our institutions host individuals (students, teachers, researchers and staff) from a wide range of organisations. Sharing helps to develop a common cultural base that is vital in achieving the objectives. Sharing is also relevant within the national and international communities to positively influence the benchmarks that condition the recognition of activities in research and higher education.

Performance indicator:

Enhanced university societal responsibility (USR).



*Science is
nothing but
conscience carried
to its highest
point of
clarity.*

Emile Durkheim,
The Division of Labour in Society, 1893.



Perspectives



Strategic Horizon 2030 gives an overview of the transformations around which the university community wishes to rally, within the context of an overall vision of the University of the 21st century. The perspective should enable each and every one of us to better grasp our contribution to this common path and, if need be, to anticipate any changes necessary over time.

Many of these transformations are already illustrated by major programmes and initiatives in which the University of Bordeaux is involved. Others have yet to be invented or defined, in particular by drawing inspiration from the 33 ideas for tomorrow's University put forward during the participative workshops in the Spring of 2021.

As such, *Strategic Horizon 2030* is an ongoing process in the service of a shared goal.

Major programmes and initiatives underway:

ACCES - Accompanying students towards higher education

ACCES is a multi-partner, 10-year project and PIA3 (Investment for the Future programme) awardee in 2020. It has developed a series of original initiatives conducted with and for its target audience.

ACT - Experimental Campus

The ACT (Augmented university for Campus and world Transition), project submitted in response to the PIA3's integration and development of IdEx and ISITE (IDéEs) call for projects, was selected in 2020. The project aims to transform the University into a regional living laboratory and experimental project incubator.

ASSETS+ - Training for defence

The ASSETS+ project, for "Alliance for Strategic Skills addressing Emerging Technologies in Defence", was launched in January 2020 for a four-year period. It is part of an overall European strategy to "address the skills gap" in areas deemed a priority by the European Commission.

EASI Lab - Transforming administration practices

Financed in 2020 as part of the third series of call for projects by the Fund for the Transformation of Public Action (FTAP), EASI Lab allows universities to pool their skills and work together on mutual problems related to management (human resources, legal or financial issues) and to come up with solutions that can be applied to all universities. Four institutions are involved in the project: the University of Bordeaux, as project coordinator, with Aix-Marseille University,

ENLIGHT - European University

The ENLIGHT project, submitted in response to the Erasmus+ European call for projects was selected in 2020. Co-coordinated by the University of Bordeaux with 8 other European universities, the aim of the consortium is to contribute to the transformation of higher education in Europe by providing students, as global citizens,

with the means to access knowledge, skills and cutting-edge innovation potential to address major societal transitions and promote an equitable and sustainable quality of life.

ENLIGHT RISE - the ENLIGHT Alliance Research & Innovation programme

ENLIGHT RISE, the Research & Innovation (R&I) programme backed by the ENLIGHT alliance, was selected in 2021 as part of the Horizon 2020 Science With And For Society (SWAFS) programme.

Euskampus Bordeaux - a Euro-regional Campus

Boosted by their respective Campus of Excellence projects, the Universities of Bordeaux and the Basque Country (UPV/EHU) officially joined forces in 2014 via a framework agreement to develop a Euro-regional campus of excellence.

InnovationS

The University of Bordeaux is one of the 15 awardees of the 2021 "ExcellencES" call for projects within the 4th PIA (Investments for the Future Programme) to support higher education and research establishments with ambitious transformation projects. InnovationS proposes a renewed approach to innovation that includes social innovation and innovative ways of conducting research, in the organisation and administration.

Artificial Intelligence

Since the launch of its AI strategy, several key industrial players have partnered up with the University of Bordeaux, covering all the sectors targeted by the national drive for artificial intelligence launched in 2018. Since then, the strategy has led to the creation of the Bordeaux Artificial Intelligence Alliance (BAIA), the label officially designating the IA teaching and research positions, or chairs, and the project to develop the number of PhD contracts.

NewDEAL - Striving for student success

The NewDEAL programme, launched in 2017 in response to the "New University Curricula" (NCU) call for projects, is one of the levers for transforming the University of Bordeaux educational offer and focused on student success.

Operation Campus

"Operation Campus" is one of the top six projects selected in 2008 by the French Ministry of Higher Education and Research. The aim was to design new university model with more attractive, sustainable campus sites in Bordeaux open to the surrounding community.

RESET - Gender equality at the heart of European projects

The RESET - Redesigning Equality and Scientific Excellence Together - project aims to place gender equality and diversity at the heart of scientific and academic policy-making. Selected within the framework of the "Horizon 2020 Science With And For Society (SWAFS)" call for projects aimed at helping research organisations implement gender equality plans, RESET is led by a consortium of European universities.

UBGRS 2.0 - Graduate school for junior researchers

In response to the SFRI (Structuring of training via research within the Initiatives of Excellence) call for projects, the University of Bordeaux has seized the opportunity to strengthen the international attractiveness and impact of its research-driven training and to structure the doctoral programme globally. The UBGRS 2.0 project for "University of Bordeaux Graduate Research School for junior researchers" was selected in 2020.



Path for the 21st century



2021 2022 2023 2024

The University of Bordeaux is ranked third among French universities in *Times Higher Education University Impact* ranking, which positions universities in relation to the 17 UN Sustainable Development Goals (SDGs). It is the leading French university in relation to SDG3 - "Health & Well-Being", SDG5 - "Gender Equality" and SDG10 - "Reducing inequalities"

Five years after the Marrakech COP, Africa hosts the 27th International Climate Conference (COP 27) in Egypt.

Postponed to 2023 due to the public health crisis, Robocup is the world's largest robotics and artificial intelligence competition. 500 international competitors and over 40,000 visitors are expected.

World University Rugby International Tournament, WURIT in Bordeaux, as part of the Rugby World Cup France 2023.

Labelled Generation 2024, the University of Bordeaux is the only French university selected as a preparation centre for the Olympic Games 2024 by the Olympic Games Organising Committee.

2030 2050 20

The UN General Assembly on the 2030 Agenda with the SDGs sets out 5 core areas (les 5 P's) that are considered to be of crucial importance for humanity and the environment: people, the planet, prosperity, peace and partnerships.

"Transition(s) 2050: Decide Now", a study by the French Agency for Ecological Transition (Ademe) based on 4 scenarios (frugal generation, regional cooperation, green technologies and restoration gamble). The European Union is aiming for carbon neutrality in 2050.



Pedestrian bridge between the **Peixotto** and **Bordes** campus sites in Talence.

université
de **BORDEAUX**