



2023

ANNUAL

REPORT







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\*To ease reading this report, and in accordance with the circular of 21 November 2017 on the rules for feminising and drafting texts published in the Official Journal of the French Republic, the terms used to designate unidentified persons, functions, professions or responsibilities (expert, scientific adviser, project manager, researcher, teacher-researcher, doctoral student, director, staff, agent, etc.) have a neutral value, applying equally to women and men.

Any independent administrative authority or independent public authority shall send the Government and Parliament an annual activity report before 1 June, accounting for the performance of its missions and its resources. It should include a multi-annual plan for optimising its expenditure, while assessing its projected impacts on its workforce and on each category of expenditures. It should also include measures for pooling its services with other independent administrative authorities' or independent public authorities' or with those of a ministry. The activity report is public.

Article 21 of Act no. 2017-55 of 20 January 2017 on the general status of independent administrative authorities and independent public authorities

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## FOREWORD

**STÉPHANE LE BOULER**  
Acting President

I am pleased to present the Hcéres' 2023 Activity Report. It is an opportunity to introduce you to its history, organisation, procedures and to highlight a few results.

Legislation requires independent authorities to submit their activity report to the Government and Parliament by 1 June each year. This reflects the special place these institutions hold in the public sphere and highlight their responsibilities to the executives and elected officials. Additionally, Hcéres, as its counterparts, is also accountable to stakeholders and users of the higher

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**These reports are rather a milestone than the end of the transformative process Hcéres is currently undertaking.”**



**Therefore, consultation will be Hcéres' hallmark over the coming months.**

education and research system. Thus, the 2023 Activity Report puts the emphasis on a transformation process' key results, initiated by Thierry Coulhon, President of Hcéres between November 2020 and September 2023. The transformation process refers to experimenting with 'integrated evaluation', designed to provide a shared vision of the university's operations, its education and research policies.

2023 also marked the evaluation of the leading research organisation's completion, the CNRS. It is yet another major innovation, given that itw as the first evaluation conducted within the framework defined in 2021 for the evaluation of research organisations. Many others will follow in the months to come.

However, these reports are rather a milestone than the end of the transformative process Hcéres is currently undertaking. The Hcéres is almost 20 years old (including

the AERES period). It benefits from a strong legitimacy acquired within two decades. At the same time, public authorities and relevant stakeholders renew their calls to keep rationalising Hcéres' activities and to continue reforming itself.

Therefore, consultation will be Hcéres' hallmark over the coming months. Tackling wave A (Auvergne-Rhône-Alpes and Occitanie) under the best possible conditions and making the necessary changes in terms of deliverables from wave E (Île-de-France excluding Paris, Hauts-de-France and Réunion) are Hcéres' upcoming most important stakes.

Let us not set aside other key achievements, such as intense international evaluation activities, Hcéres' participation in the consultation about private higher education's regulation and Ofis<sup>1</sup> '.

<sup>1</sup> Office français de l'intégrité scientifique.

Please, kindly note that all acronyms are written in French. For clarity sake, they were not translated.

## HCÉRES' TASKS AND STATUTS

Hcéres is the independent public authority tasked with evaluating the French higher education and research system. Hcéres' evaluations are at the service of the structures evaluated (universities, grandes écoles, organisations), their supervisory authorities, their partners and, ultimately, they serve the quality of education and research, to find ways to keep improving the latter.



## TASKS

Within the regulatory framework, it evaluates a wide range of entities, in particular higher education institutions and their groupings, research bodies and units, scientific cooperation foundations, the French National Research Agency (ANR), and the courses, degrees of institutions prior to accreditation granted by the State. Whenever an entity chooses to be evaluated by a different structure than Hcéres, the latter is responsible for validating the procedures implemented.

In addition to providing evaluations, as per the higher education Ministry's requests, Hcéres may be called upon to evaluate scientific expertise activities for public authorities and Parliament, major national research infrastructures, private-law structures receiving public funding for research or higher education, activities to disseminate scientific, technical and industrial cultures, and the implementation of measures to promote gender equality in the institutions.

Through its evaluation procedures and the reports published following evaluations, Hcéres assesses education and research's quality and measures organisations' results and performances.

Findings, analyses and recommendations issued by Hcéres are communicated to the evaluated entities, and to the public authorities that supervise them. Reports contribute to the strategic thinking of those involved in higher education, research and innovation fields while contributing to inform public policies and elected officials.

Its recommendations are primarily intended to:

- support institutions contributing to the public higher education and research fields, in designing and implementing their institutional policies ;
- advise the State while drafting contracts of objectives, means and performance (COMP) and multiannual contracts detailing higher education and research entities' objectives, as well as in allocating resources to the latter.

Finally, Hcéres promotes scientific integrity and ensures that it is taken into account in evaluations. It contributes to defining a national policy on scientific integrity and it encourages higher education and research institutions to pool, and then harmonise practices in this area.

## STATUS

The current status has been shaped by several pieces of legislation. It was created in 2013 to replace the Agence d'évaluation de la recherche et de l'enseignement supérieur (AERES), an independent administrative authority (AAI) set up in 2006.

Since 1 January 2022, as indicated in the Law of 24 December 2020 on research programming (LPR) for the years 2021 to 2030, Hcéres has been an independent public authority (API), whose remit has been expanded in terms of types of entities evaluated, scientific integrity and coordination. The 2020 Act also clarifies its powers, namely its deliberative body, which brings together stakeholders in higher education and research who are the evaluation's primary beneficiaries.



### Legislative and regulatory framework

Law no. 2006-450 of 18 April 2006 on the research programme created the Agency for the Evaluation of Research and Higher Education (AERES).

The High Council was created by Law no. 2013-660 of 22 July 2013 on higher education and research and set up as per the publication of Decree no. 2014-1365 of 14 November 2014 on the organisation and operation of the High Council for the Evaluation of Research and Higher Education.

Based on Law no. 2020-1674 of 24 December 2020 on research programming for the years 2021 to 2030, containing various provisions relating to research and teaching, Hcéres changed its status from being an independent administrative authority (AAI) and became an independent public authority (API), whose missions are specified in Article L. 114-3-1 of the Research Code.

Decree no. 2021-1536 of 29 November 2021 on the organisation and operations of the Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur (High Council for the Evaluation of Research and Higher Education) was repealed at the end of 2023, and its provisions are now listed in articles R. 114-1 to R. 114-23 of the Research Code, pursuant to Decree no. 2023-1321 of 27 December 2023 on the regulatory part of the Research Code.

Article 2 of Decree no. 2021-1572 of 3 December 2021 on compliance with the requirements of scientific integrity by public entities contributing to the public research services and foundations recognised as being of public utility whose main activity is public research. It specifies the Hcéres' advisory role in terms of scientific integrity, codified in Article D. 211-2 of the Research Code.



## HCÉRES' COLLÈGE

The High Council is administered by its collège, taking decisions on the evaluations' annual programme, defining measures to ensure the assessment procedures' relevance. It also takes mandatory administrative measures.

# A BODY TO ENSURE HCÉRES' QUALITY OF WORK

Hcéres' governance is organised around its collège. Under the terms of Articles R. 114-3 to R. 114-8 of the Research Code, it deliberates specifically on matters relating to:

- the evaluation system: evaluation charter, guidelines and programmes for evaluations conducted by Hcéres, criteria for appointing experts, procedures for validating evaluation processes and policy on international cooperation;
- Hcéres administration: budgetary, financial and pricing matters, internal regulations and organisation, annual activity report, general conditions for staff recruitment, employment and remuneration.

Hcéres has its own rules and procedures approved by the collège on 9 May 2022, defining the principles of its internal organisation, the functioning of the collège, the professional ethics of its members and staff, as well as those of Hcéres experts.

Records of deliberations, appendices and minutes of the collège's meetings (those of 6 March, 20 September and 4 December), will be posted on Hcéres' website. Hcéres<sup>1</sup>.

1. <https://www.hceres.fr/fr/college-du-hceres>

## THIRTY MEMBERS APPOINTED BY DECREE

Pending application of the provisions of the law of 24 December 2020 on research programming (LPR) for the years 2021 to 2030, amending the terms of article L. 114-3-3 of the Research Code with regard to its composition, i.e. until its renewal in 2024, the collège counts thirty members.

These fifteen women and fifteen men are appointed by decree for a four-year term, renewable once. The President of the Hcéres is appointed from among these members.

The decrees appointing the President and the members of the collège were issued on 30 October 2020, and then on 27 December 2021, 13 December 2022, 23 May 2023 and 6 October 2023 to replace members who had resigned.

### Interim presidency of the Hcéres

The decree of 25 September 2023 terminated Thierry Coulhon's duties<sup>1</sup> as a member and President of the High Council, at his request. Since then, Stéphane Le Boulter, Secretary General, has been acting as Hcéres President. He performs all duties entrusted to the President, with the exception of chairing the meetings of the High Council, which is the responsibility of the oldest member present, in accordance with Articles R. 114-8, R. 114-10 and R. 114-11 of the Research Code.

In order to fill the position of President of the High Council, it has been declared vacant from 30 October 2024<sup>2</sup> on. College's members will also finish their mandate at the same date.

1. Decree of 25 September 2023 terminating the functions of member and president of the college of the High Council for the Evaluation of Research and Higher Education.

2. Notice relating to a call for applications to fill the position of president of the High Council for the Evaluation of Research and Higher Education published in the Official Journal of the French Republic on 11 January 2024.



# MEMBERSHIP (AS OF 6 OCTOBER 2023)

## /// PROPOSED BY THE NATIONAL UNIVERSITIES COUNCIL (CNU)



**Valérie Botta-Genoulaz**, Professor of Automation and Industrial Engineering (INSA Lyon);



**Sylvain Ferez**, Senior Lecturer, Deputy Director of the Health, Education and Disability Research Unit (University of Montpellier);



**Caroline Gruson**, University Professor, Mathematics (University of Lorraine);



**René Guinebretière**, University Professor, Condensed Matter Physics (University of Limoges);



**Arianna Esposito**, Lecturer, history of art and archaeology (University of Bourgogne).

## /// PROPOSED BY THE COMITÉ NATIONAL DE LA RECHERCHE SCIENTIFIQUE (CoNRS) TIED TO THE CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE (CNRS)



**Cristine Alves Da Costa**, Director of Research (Institut de Pharmacologie Moléculaire, CNRS, Inserm);



**Tanguy Nébut**, Research engineer (Institut de physique du globe de Paris);



**Carole Siret**, Research engineer (Centre d'immunologie de Marseille-Luminy, CNRS, Inserm).

## /// PROPOSED BY THE EVALUATION BODY OF OTHER PUBLIC SCIENTIFIC AND TECHNOLOGICAL ENTITIES



**Jean-Claude Sirard**, Director of Research, Microbiology (Inserm).

## /// PROPOSED BY THE PRESIDENTS OR DIRECTORS OF RESEARCH ORGANISATIONS



**Geneviève Almouzni**, CNRS research director, biology, head of the Chromatin Dynamics team (Institut Curie), member of the Académie des sciences;



**Michel Bidoit**, CNRS Honorary Research Director, Computer Science (Institut des Sciences de l'Information et de leurs Interactions);



**Isabelle Oswald**, Director of the food toxicology laboratory (ToxAlim, INRAE).

## /// PROPOSED BY FRANCE UNIVERSITÉS (CONFÉRENCE DES PRÉSIDENTS D'UNIVERSITÉ) AND THE CONFÉRENCE DES DIRECTEURS DES ÉCOLES FRANÇAISES D'INGÉNIEURS (CDEFI)



**Laurent Bigué**, Professor, Signal and Image Processing (ENSISA, University of Haute-Alsace);



**Manuelle Franck**, University professor, geography, Indonesia, South-East Asia (Inalco);



**Paul Indelicato**, CNRS research director, physics, research adviser to France Universités.

### /// TWO RESEARCHERS, ENGINEERS OR TEACHER-RESEARCHERS



**Stéphane Dalmas**, Innovation advisor of Inria ;



**Nathalie Vergnolle**, Director of the Digestive Health Research Institute (Inserm, ENVT, INRAe, UPS).

### /// STUDENT REPRESENTATIVES PROPOSED BY STUDENT ASSOCIATIONS



**Benjamin Peutevynck**, member of the national bureau of the Union nationale des étudiants de France (UNEF), in charge of university topics;



**Marine Ribals**, Head of Participatory Approaches to Student Life, CRI (appointed by FAGE).

### /// QUALIFIED PERSONALITIES



**Yann Algan**, Professor at HEC, economics, member of the Conseil d'analyse économique;



**Hélène Burlet**, Expert in New Energy Technologies (NTE), Energy Scientific Division, French Atomic Energy and Alternative Energies Commission (CEA);



**Daniela Cristina Ghitulica**, Professor of Chemical Engineering at the Politehnica University of Bucharest, Director General of the Romanian Agency for Quality Assurance in Higher Education (ARACIS) and Vice-President of the European Association for Quality Assurance in Higher Education (ENQA);



**Philippe Gillet**, Scientific Director of SICPA, geophysics, Professor at the École Polytechnique Fédérale de Lausanne, Switzerland;



**Ronny Heintze**, Commissioner for International Affairs at the Agentur für Qualitätssicherung durch Akkreditierung von Studiengängen (AQAS), Germany ;



**Didier Roux**, CNRS Research Director, Physics, Delegate for Scientific Communication and Information at the French Académie des Sciences;



**Cathie Vix-Guterl**, Vice President Anticipation & Portfolio Performance, TotalEnergies;



**Marilena Maniaci**, Professor at the University of Cassino and Southern Lazio, Palaeography, member of the Board of Directors of the Agenzia nazionale di valutazione del sistema universitario e della ricerca (ANVUR).

### /// MEMBERS OF PARLIAMENT APPOINTED BY THE COMMITTEE IN CHARGE OF HIGHER EDUCATION AND RESEARCH IN EACH ASSEMBLY



**Philippe Berta**, MP for the 6th constituency of Gard (Groupe Démocrate) ;



**Sonia de La Provôté**, Senator for Calvados (Groupe Union Centriste).

# HCÉRES' COLLÈGE MEETING IN 2023

6<sup>th</sup> march 2023

- Financial account 2022;
- Annual report 2022;
- Standards for evaluating the research, transfer and innovation activities of university hospital centres (CHU);
- Guidelines to evaluate the Fondation Maison des sciences de l'homme (FMSH);
- European and international cooperation policy;
- International accreditation procedure;
- Payment of the 'sustainable mobility package'.

4<sup>th</sup> décembre 2023

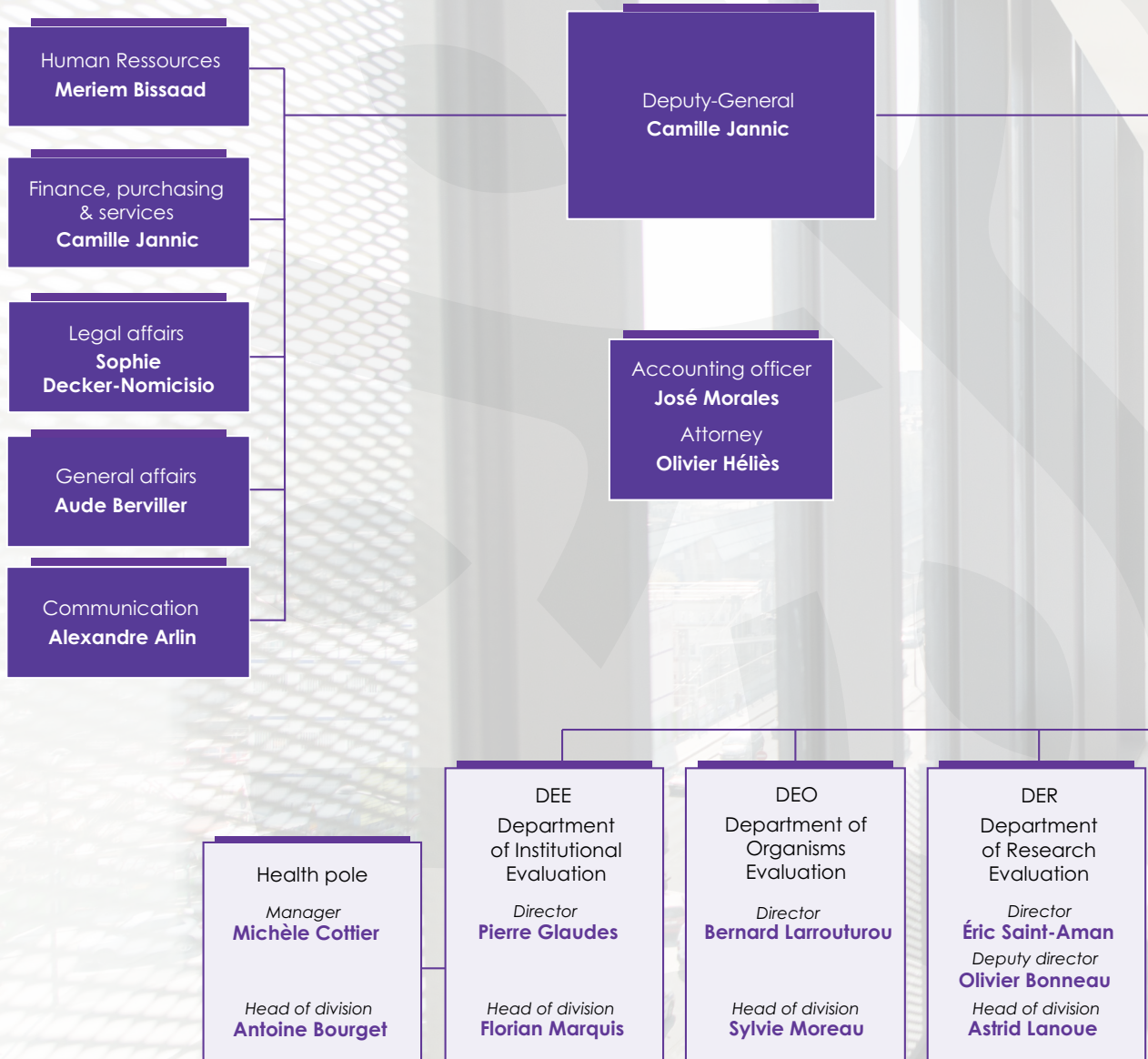
- Amending budget for the 2023 financial year;
- Initial budget for 2024;
- Multiannual evaluation programme;
- Procedures for appointing hceres' directors;
- Presentation of the CNRS evaluation report.

20<sup>th</sup> september 2023

- Amendments to the evaluation standards for institutions, art and design schools and 3<sup>rd</sup> cycle courses;
- Evaluation standards for architecture and landscape schools;
- Evaluation standards for 1<sup>st</sup> and 2<sup>nd</sup> cycle courses at schools in the field of culture;
- Evaluation guidelines for university hospital institutes (IHU);
- Compensation schemes;
- Procedures for appointing members of the OST Scientific Advisory Board and members of the Ofis Advisory Board;
- Procedures for Hcéres validation of evaluation procedures implemented by other specialised evaluation bodies with a national remit (courses and degrees).

# ORGANISATION CHART

MAY 2024





Acting president  
**Stéphane Le Bouler**

Chief of staff  
**Alexiane Terrochaire -- Barbançon**

Collège  
30 membres

Advisers to the President

**Thibaut Duchêne**  
**Jean-Pierre Korolitski**

OST Scientific  
Steering Committee  
**Jacques Mairese**

Ofis Advisory Board  
**Olivier Descamps**

DEF  
Department  
of training  
Evaluation

Director  
**Lynne Franjé**

Head of division  
**Éric Boutouyrie**

DEI  
Europe and  
International  
Department

Director  
**Maria  
Bonnafous-Boucher**  
Deputy director  
**Pierre Courtellemont**

DND  
Digital and Data  
Department

Director  
**Claude Guéant**  
Deputy director  
**Jean-Christophe  
Martin**

OST  
Science and  
Technology  
Observatory

Director  
**Frédérique Sachwald**  
Deputy director  
**Mathieu Goudard**

Ofis  
French Office  
for Research  
Integrity

Director  
**Stéphanie Ruphy**

# ACTIVITY

# 2023'S KEY EVENTS

## THE FIRST 'INTEGRATED' EVALUATION REPORTS

The first 'integrated' evaluation reports, bringing together evaluations of research units, programmes and institutions, were published in 2023. Departements have coordinated their work, by setting up cross-disciplinary project teams<sup>1</sup>. They have organised joint evaluation committees and shared their analyses. This new format produced positive outcomes. Published together with the research summary and the reports on courses cycles in order to offer a complete and coherent overview, the institution's evaluation report now includes the expert committee's summary opinion on the first two pages. This opinion sets out the major results and most salient features of the evaluation in terms of 'main strengths', 'weaknesses requiring particular attention' and 'recommendations'.

These recommendations are addressed not only to the entities evaluated, but also to the State, so that contractual negotiations, notably those focused on contracts of objectives, means and performance (COMP), are based on the insights drawn from the evaluation of quality and performance.

In addition to bringing together the different parts of the evaluation of an entity, several ideas are being examined to strengthen the impact of the evaluation reports from spring 2024:

- focus on a limited number of strategic themes, defined prior to the evaluation procedure thanks to enhanced consultation with the entities under evaluation and their supervisory bodies; ;
- prioritise, on the one hand, the quality of the systems that the institutions have deployed to ensure progress in implementing their strategy, and on the other hand, the major results achieved in carrying out their research and training missions. They are expected to design a strategy and trajectory strengthening their own identity;
- shed light on important issues for national policies, such as participation in a European University and the excellency trajectory of entities awarded the Idex (Initiative of Excellence) label.

1. Department of Institutional Evaluation (DEE), Department of Research Evaluation (DER) and Department of Training Evaluation (DEF).

## EVALUATION OF EXPERIMENTAL PUBLIC ENTITIES

The order of 12 December 2018<sup>1</sup> gave French universities and grandes écoles the option to experiment for a maximum of ten years with new forms of coordination. The objective is to bridge the gap between universities, grandes écoles and research bodies and merge them to create a bigger entities. It to creating experimental public institutions (EPEs), which must be evaluated by Hcéres when they ask to leave the experimental phase to move on to another institutional framework.

EPEs have original configurations, both in terms of the scope of the components brought together and

1. Ordonnance n° 2018-1131 du 12 décembre 2018 relative à l'expérimentation de nouvelles formes de rapprochement, de regroupement ou de fusion des établissements d'enseignement supérieur et de recherche.

the methods of organisation and operation chosen. Besides, although the experimental public institutions are institutional in nature, their objective is to increase their visibility and attractiveness, as well as to improve their performance in terms of research and training.

When an EPE applies to leave the experimental phase, they consider having taken into account all the outcomes, and drawn all lessons the experimentation provided. Then, they set up a permanent form of organisation, whatever it may be, making any necessary adjustments. The purpose of Hcéres' evaluation is to assess the experiment's results and to issue a formal opinion on the institution's request to leave, jointly with recommendations when necessary, and, if needed conditions.

The work undertaken by Hcéres in this context ...

... is instructive in two ways. Firstly, the High Council has demonstrated its ability to adapt the forms of evaluation to specific strategies and configurations of the experimental entities, and also its ability to combine EPE evaluation and five-year evaluation, without increasing the burden on the latter. Secondly, the system was

designed in close collaboration with the Ministry of Higher Education, which took in fully the opinion expressed by the committee of experts, thus giving the evaluation an effective and substantial impact. nécessaire, de conditions.

## SIMPLIFYING AND STREAMLINING PROCEDURES

The work initiated since the 2021 and 2022 evaluation waves has been pursued in 2023 to reduce the burden that the evaluation procedure can represent, particularly with regard to the different information and data requested from the entities being evaluated. In addition, the standards have been drawn up to take more into account the nature of the different entities under consideration (art and design, architecture and landscape schools). The number of criteria in the evaluation framework and the number of headings in the research unit characterisation files have been reduced.

In spite of the streamlining efforts undertaken, data collection still must be simplified (using the HAL

multidisciplinary open archive platform), to ensure that entities are only asked to provide the same information once. Alongside other stakeholders, Hcéres must contribute, in the field of evaluation, to the simplification that the President of the Republic called for in his speech on French research on 7 December 2023.

## CNRS' EVALUATION

The CNRS evaluation report was made public and presented at a press conference on 20 November 2023. The evaluation committee, made up of 16 international experts, being leaders in their field, was chaired by Martin Vetterli.

This exercise, conducted entirely in English, was based on a specific approach and methodology: for the 'first' time, it implemented the new reference framework approved by the collège in October 2021. The evaluation focused on a limited number of themes, with the criteria and

framework being adapted accordingly.

There were four key features to this evaluation: in-depth preparatory work, a high level of involvement on the part of the evaluation committee, an intensive evaluation visit and, finally, a collaborative, co-constructed evaluation report.



## PRIVATE HIGHER EDUCATION'S SUPERVISION

In 2023, the Ministry of Higher Education and Research highlighted the issue of regulating private higher education, which is expanding rapidly, and began consulting aiming to introduce a label. Hcéres is obviously a stakeholder in this issue. Convinced that quality should be the main criterion for assessing

stakeholders in the sector, it argues for a comprehensive regulation, covering both public and private entities, and aimed at families, for whom enrolment in a course is above all based on trust in the system. In this context, the Hcéres made proposals at a very early stage: it suggested working on the development of a set of

of 'Qualiopi +' quality criteria to tie the efforts of the ministries responsible for higher education and the one for labour and to expand the Qualiopi<sup>1</sup>. national quality reference framework. Following discussions with the main stakeholders in private higher education and vocational training, in June 2023 it published a


1. Qualiopi est la marque de certification qualité des prestataires de formation délivrée sur la base d'un référentiel national unique. Depuis le 1<sup>er</sup> janvier 2022, elle est obligatoire pour tous les prestataires d'actions concourant au développement des compétences (formations, bilans de compétences, validations d'acquis d'expérience, apprentissage) qui souhaitent accéder aux fonds publics et mutualisés ad hoc (financement par

memorandum<sup>2</sup> that was circulated to partners and decision-makers, in particular at hearings conducted by the Directorate-General for Higher Education and Professional Integration (DGESIP), at a meeting with the Association of French University Towns (AVUF) and at various parliamentary hearings.

un opérateur de compétences, par la commission mentionnée à l'article L. 6323-17-6 du code du travail, par l'État, par les régions, par la Caisse des dépôts et consignations, par France Travail ou par l'Agefiph – Association de gestion du fonds pour l'insertion des personnes handicapées).

2. Note du Hcéres sur la régulation du secteur privé de l'enseignement supérieur.

## THE PREFIGURATION OF THE HIGHER EDUCATION OBSERVATORY (OES)



With the Observatoire de l'enseignement supérieur (OES), Hcéres aims above all to coordinate and problematise a certain amount of data in the light of the challenges facing higher education and its development, by also adding other sources from the ecosystem of higher education, vocational training and territorial cohesion.

The launch of the mapping of training provision, planned for 2023, is a major project in this

area, with the aim of documenting the regional and academic distribution of training courses, as well as the development and status of training bodies.

Contacts with various partners (the MESR's Sub-Directorate for Information Systems and Statistical Studies - SIES, the Conférence des grandes écoles - CGE, the Conférence des directeurs des écoles françaises d'ingénieurs - Cdefi, the Cour des Comptes, etc.) have enabled Hcéres to define the objectives of this project. The aim is to gain a better understanding of the distribution and development of educational provision in France, to identify gaps and opportunities in the educational landscape, to help consolidate public authorities' decision and to build up a database that will be essential for future evaluations of entities and courses by Hcéres.

## REINFORCING HEALTH INITIATIVES

Hcéres is very often consulted in the field of health. Given the specific features of health training (medical and paramedical), health research and the organisations involved in this field, it was seen as necessary to set up a Health Unit to coordinate the initiatives of the evaluation departments and the Observatoire des sciences et techniques (OST), to carry out a number of specific projects.

In 2023, the Ministries of Health and Higher Education and the General Secretariat for Investment asked Hcéres to evaluate the seven university hospital institutes created in 2010. It also accepted the request from the President of the Île-de-France Region to set up an evaluation system for the nursing diplomas awarded by the Instituts de formation en soins infirmiers (IFSI), the first step in the evaluation of paramedical trainings. ●●●



••• These two projects will be developed in 2024.

At the initiative of the Health Division, the evaluation of university hospital sites is currently being restructured, in order to evaluate

thoroughly research units, university hospitals and universities, and thus gain a better understanding of the dynamics at stake.

At the request of the relevant ministries (Health and Higher Education-Research) and under the leadership of Professor Didier Houssin, in 2023 the Hcéres also conducted an evaluation of the 3rd National Plan for Rare Diseases, on the research aspect, in cooperation with the High Council for Public Health, which is responsible for examining the organisation of care.

## SCIENTIFIC INTEGRITY

In 2023, Ofis developed its work on scientific integrity. It now widely disseminates its resources (directory of scientific integrity advisors, definition of 'whistleblowers', principles of scientific integrity, etc.).

In September 2023, it organised the biennial congress of the European Network of Research Integrity Offices (ENRIO), in partnership with Sorbonne University. On this occasion, the international scientific integrity community met in Paris to discuss a number of topical

issues, which are all challenges for scientific integrity, including the conditions conducive to compliance with the requirements, the definition of 'institutional' integrity and the massive use of artificial intelligence tools.

Ofis is also increasingly involved in raising awareness of scientific integrity issues among evaluation teams, organising awareness-raising workshops (for scientific advisors and expert committee chairperson), providing advice on report drafting, etc.

## GENDER EQUALITY ISSUES AND THE FIGHT AGAINST SEXIST AND SEXUAL VIOLENCE

Reports of sexist behaviours, testimonies from people claiming to be victims of harassment: during visits and interviews, Hcéres' expert committees are increasingly confronted with situations that go beyond the evaluation's scope. It has numerous implications in terms of confidentiality, respect for professional secrecy, etc. In view of the increasing number of such complex cases, Hcéres has set in place a process: since the experts cannot replace the regulatory systems in place in the entities being evaluated, they must alert scientific advisers supervising the evaluations, who in turn inform the director of the evaluation department and Hcéres' secretary general. Ad hoc measures are then taken as required by law.

In addition, as part of its mission to evaluate the implementation of measures to promote gender equality in higher education institutions, Hcéres has included parity, inclusion and anti-discrimination issues in the criteria in its evaluation framework. It has also begun

working with the Societal and Environmental Challenges department of the Ministry of Higher Education and Research to analyse the reports on the implementation of the multi-year gender equality action plans that higher education institutions are required to submit. An initial summary of this work is planned for 2024.

Internally at Hcéres, the fight against sexist and sexual violence (SGBV), harassment and discrimination is included in the training plan and was the subject of several sessions in 2023:

- 10 for Hcéres staff, 75% of whom received training;
- 2 for managers, the human resources team, the equality officer and staff representatives;
- 1 for scientific advisors.

A module on raising awareness of gender equality in the workplace will be added as part of the development of the first Gender Equality Plan.

## SUSTAINABLE DEVELOPMENT IN HCÉRES' PRACTICES

Michel Eddi, senior civil servant for sustainable development in the Higher Education and Research sector, referred the issue of implementing the climate-biodiversity and ecological transition plan<sup>1</sup> to the Hcéres Management Committee on 28 March 2023.

As far as evaluations are concerned, two measures have been taken: a specific reference and adapted criteria on sustainable development and social responsibility (SD&RS) have been added to the evaluation framework; the number of evaluation visits has been reduced, and the use of videoconferencing encouraged, wherever possible, to limit travelling's carbon footprint.

In terms of internal working practices, Hcéres pursues an active policy in favour of energy efficiency and sustainable development: a relocation project to reduce the amount of space occupied and to share premises with other public institutions, ending the use of plastic bottles and individual waste bins in the offices, collective waste sorting (paper and cardboard, capsules, batteries, plastic packaging, bottles and cans, paper cups), rationalisation of the shared IT server and reduction in the volume of data stored, extension of IT workstations' lifespan and donations of equipment to be re-used and recycled.

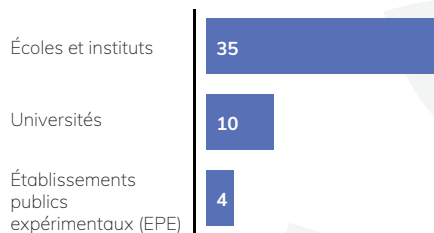
1. <https://www.enseignementsup-recherche.gouv.fr/fr/plan-climat-biodiversite-et-transition-ecologique-de-l-enseignement-superieur-et-de-la-recherche-91292>



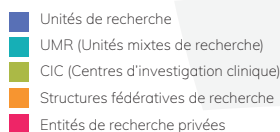
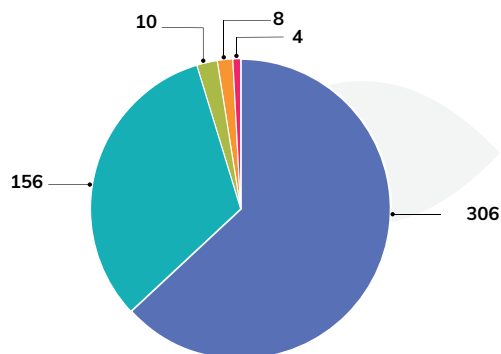
# 2023'S KEY FIGURES

## EVALUATED ENTITIES

### ÉTABLISSEMENTS D'ENSEIGNEMENT SUPÉRIEUR ET DE RECHERCHE 49 RAPPORTS PUBLIÉS



### RECHERCHE 484 ENTITÉS ÉVALUÉES



### ORGANISMES DE RECHERCHE

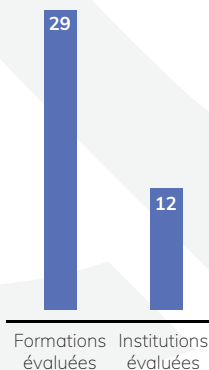
**IRSN** Institut de radioprotection et de sûreté nucléaire (IRSN)



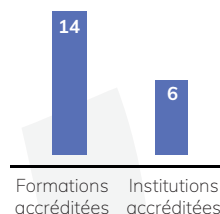
Centre national de la recherche scientifique (CNRS)

### ÉVALUATIONS ET ACCRÉDITATIONS À L'ÉTRANGER

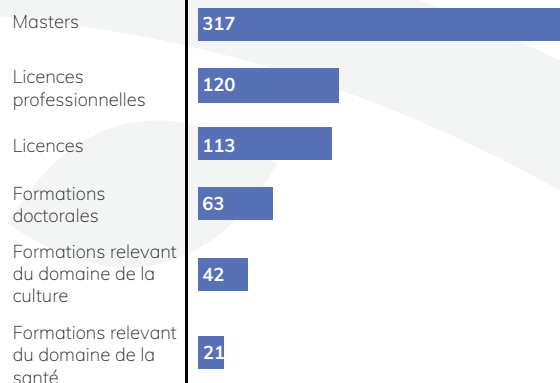
#### 41 FORMATIONS ET INSTITUTIONS ÉVALUÉES



#### 20 FORMATIONS ET INSTITUTIONS ACCRÉDITÉES

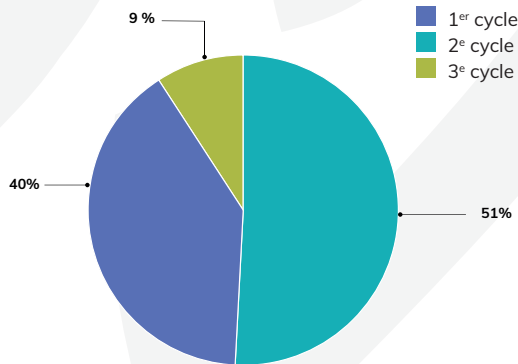


### FORMATIONS 676 FORMATIONS DE 1<sup>ER</sup>, 2<sup>E</sup> ET 3<sup>E</sup> CYCLE ÉVALUÉES

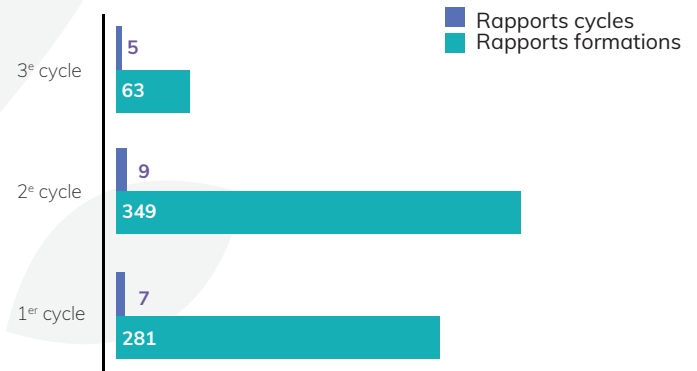




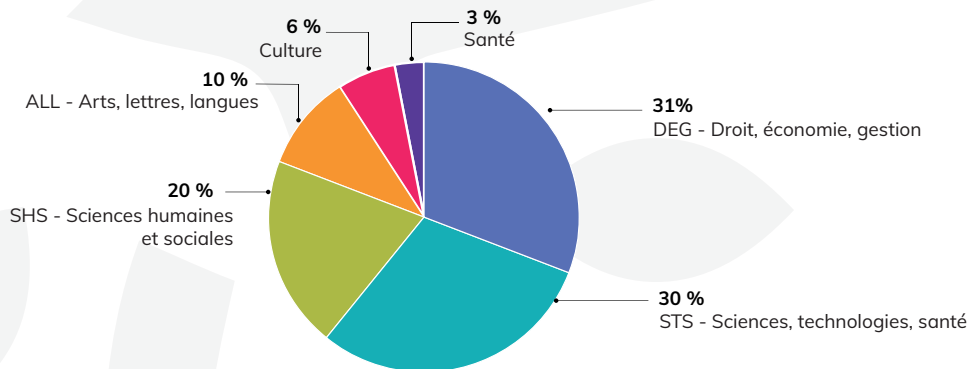
## RÉPARTITION DES FORMATIONS PAR CYCLE



## NOMBRE DE RAPPORTS CYCLES ET FORMATIONS (HORS ÉTABLISSEMENTS DU DOMAINE DE LA CULTURE)

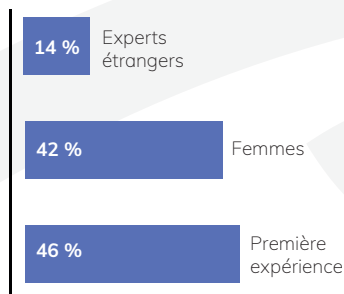


## RÉPARTITION DES FORMATIONS PAR DOMAINE

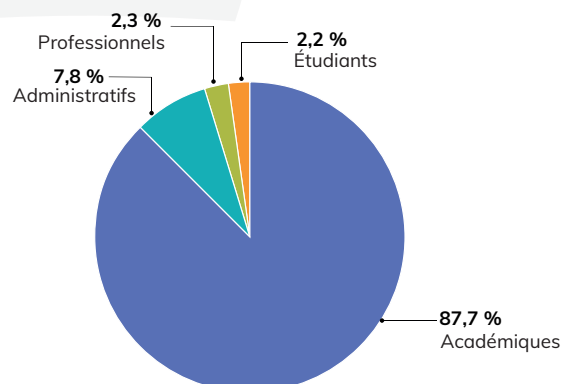


## EXPERTS

### 3 187 EXPERTS MOBILISÉS



### PROFIL DES EXPERTS



# 2023'S KEY DATES

**31<sup>st</sup> January**

Hcéres supports several winners of the European Commission's call for projects «European policy experimentation in higher education».

**18<sup>th</sup> April**

Publication of 'integrated evaluation' reports on art schools.

**20<sup>th</sup> June**

Consultation with stakeholders on their expectations for the assessment: simplification, easiness to read and impact.

**2<sup>nd</sup> February**

Publication of the first research summaries in their new format.

**17<sup>th</sup> May**

Contribution of Hcéres study on the École nationale supérieure d'architecture (ENSA) to the French Parliament's work.



**25<sup>th</sup> July**

Publication of the report on the positioning of university research in the global publication space.

**5<sup>th</sup> July**

Evaluation of the University Hospital Institutes (IHU) entrusted to Hcéres by the Ministries of Health and Research.

**4<sup>th</sup> September**

Launch of the publication of integrated evaluation reports for wave C entities.

**7&8<sup>th</sup> September**

2<sup>nd</sup> biannual conference of the European Network of Research Integrity Offices (ENRIO): « Scientific integrity in pratique ».



**28<sup>th</sup> September**

Launch of wave E evaluation campaign.

**21<sup>st</sup> December**

Publication of the research section of the evaluation report on the 3<sup>rd</sup> National Plan for Rare Diseases.

**25<sup>th</sup> September**

Thierry Coulhon, Chairman of Hcéres, steps down. Stéphane Le Bouler takes over as interim president.

**20<sup>th</sup> November**

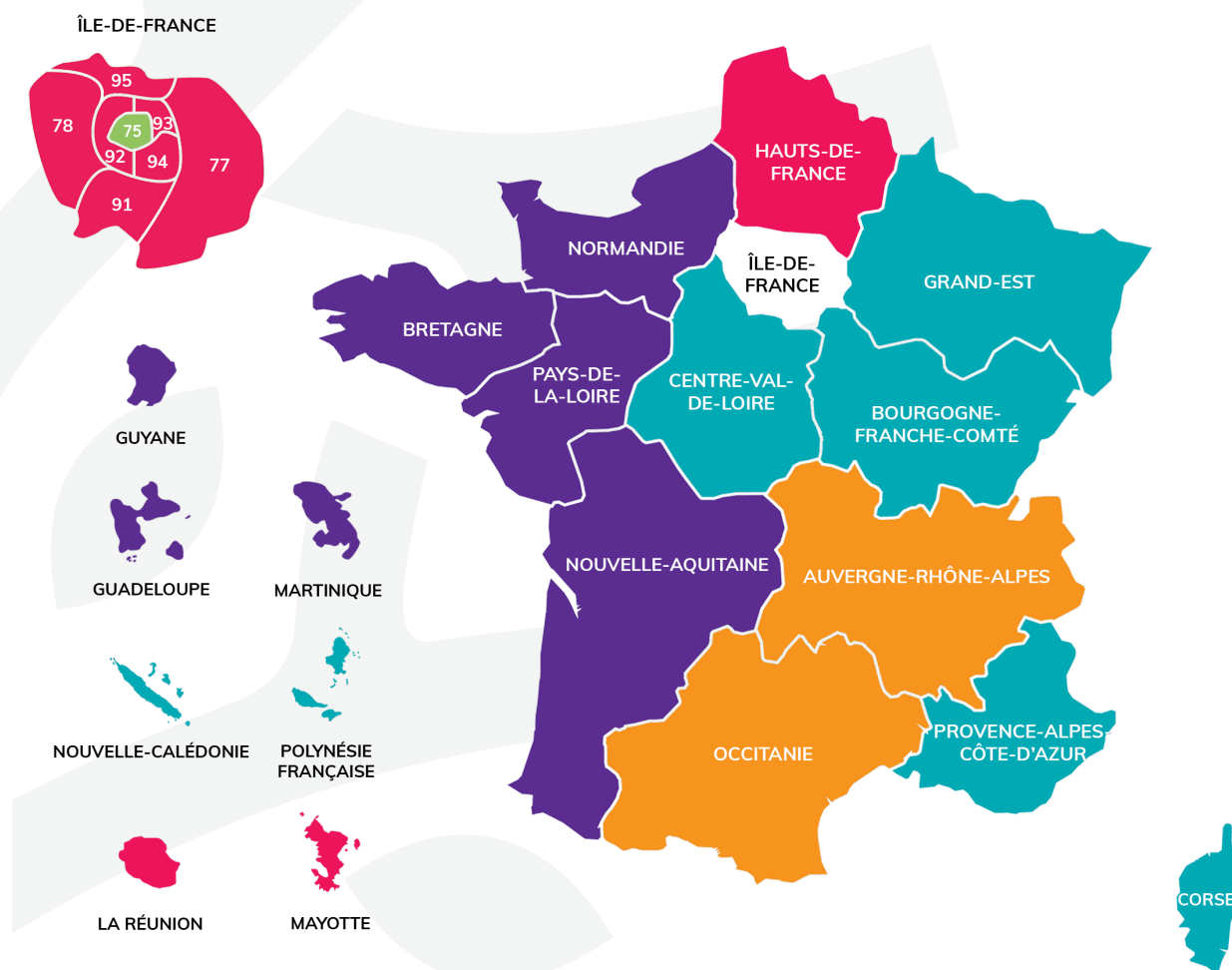
Publication of the CNRS evaluation report.



# MAPPING THE EVALUATION WAVES

The evaluation campaigns for French research units, training courses, schools and universities are carried out every five years, according to a timetable compatible with the requirements of the State's contractual policy, which has divided the entities into five geographical zones known as waves A, B, C, D and E.

On the other hand, the evaluations of experimental public establishments (EPE), the evaluations of organisations and those carried out at international level, are organised outside the waves.



# EVALUATING RESEARCH UNITS

Every year, the Research Evaluation Department (DER) evaluates nearly 500 research entities receiving public funding: research units, federative structures, clinical investigation centres (CICs) and programmes under the Programmes d'Investissement d'Avenir (PIA). The aim of this evaluation, which results in the production of reports and research summaries for each institution is to provide assistance to the entities evaluated and steering tools for their supervisory authorities.

## A HIGH-QUALITY, TRANSPARENT AND STRUCTURED APPROACH

Carried out on a collegiate basis by peers, the evaluation of research units involves experts from staff evaluation bodies such as the Conseil national des universités (CNU), the Comité national de la recherche scientifique (CoNRS), as well as the specialised scientific commissions (CSS) of the Institut national de la santé et de la recherche médicale (Inserm), the Institut national de recherche pour l'agriculture, l'alimentation et l'environnement (INRAE) and the Institut de recherche pour le développement (IRD).

Based on prior self-assessment and ongoing dialogue, including an adversarial procedure, the evaluation aims to assess the development of the research entities, both from the point of view of their future structure and scientific prospects. It is based on four dimensions: profile; resources and organisation; attractiveness; scientific production and contribution to the role of science in society.

## EVALUATION OF WAVE D ENTITIES: A CONSOLIDATED REFERENCE FRAMEWORK AND AN ENHANCED SELF-ASSESSMENT DOCUMENT

The new guidelines for evaluating research units, which were designed, simplified and implemented in wave C, have been improved for the next wave.

The self-evaluation document has been supplemented by the addition of an extra section dealing specifically with the entity's trajectory. The purpose of this section is to provide a link between the entity's balance sheet and its forecasts, also taking into account the emergence of new themes. The heads of the research entities are invited to describe the research strategy that serves

their ambitions and meet their research challenges, as well as the organisation that supports the research dynamic.

In addition, research units made up of several teams are offered the possibility of singling out their teams in the self-evaluation of the report and describing their particular trajectory, each being invited to use only the relevant references.

## STABILISING THE EVALUATION PROCESS FOR WAVE E

In parallel with the development of the self-assessment document, new IT tools are now available to entities being evaluated in order to facilitate the input of data into their own files, to simplify data collection and hence the entire evaluation procedure:

- direct extraction of scientific production deposited on the HAL multidisciplinary open archive platform;
- easier compilation of the list of doctoral students

for institutions that have joined the Accès doctorat unique et mutualisé (ADUM) portal;

- recovery of the list of staff declared at the time of the previous evaluation and updating of formats.

The self-assessment document also lists the support tools offered by supervising bodies.



The evaluation process has also been enhanced. In addition to the thematic workshops devoted to research, held for several waves and during which the overall procedure is introduced to the research unit teams, the Département for research (DER) has enhanced its support for the directors. Discussions now start five months before the self-assessment files are submitted. During videoconferences, scientific advisers for each discipline explain the evaluation's purpose and answer practical questions.

The DER also exchanges with the supervisory bodies of research entities, including research organisations, prior to the evaluation wave. Their involvement in the evaluation process is discussed, as are issues of confidentiality in evaluation reports and the procedures for meetings between the committee and the research unit. During the meeting, universities and entities have the opportunity to work with Hcéres to define the scope of the research units and the architecture of the research summary.

## RESEARCH SUMMARIES

The DER's research summaries are the fruit of cross-disciplinary and collaborative work, with the Observatoire des sciences et techniques (OST) contributing with a bibliometric analysis of the institution (in the appendix). They provide a characterisation of the institution's research (including a section on the involvement of organisations), taking into account non-evaluated entities (university hospital institutes - IHU, laboratories of excellence - Labex, competitiveness clusters, etc.) and an analysis of the evaluation of research entities's results.

The research summaries, which are made public, provide the supervisory bodies (universities and entities) with a practical management tool based on their research's overall assessment.

According to the methodology put in place within a very tight schedule, summaries are produced after the research unit evaluation reports. They inform the work of the institution's evaluation committee. Ten summaries relating to wave C have been completed and published in 2023. Seven will be published in spring 2024. Fourteen are already planned and prepared for wave D.

Finally, each research summary is part of the integrated evaluation document, which includes the institution's report and the reports on the entities' 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> courses cycles.

## EVALUATION OF THE 3RD NATIONAL PLAN FOR RARE DISEASES (PNMR 3)

Under the same framework as the evaluation of the 2<sup>nd</sup> National Plan for Rare Diseases (PNMR 2), the Directorate General for Research and Innovation (DGRI) of the Ministry of Higher Education and Research and the Directorate General for Healthcare Provision (DGOS) of the Ministry of Health and Prevention asked Hcéres and

the High Council for Public Health (HCSP) to evaluate the actions of the 3<sup>rd</sup> National Plan for Rare Diseases (PNMR 3).

The DER was tasked to evaluate the research component of the NRDP 3 actions, with the care one being ●●●

••• evaluated by the HCSP. A committee of experts was set up and met from June to October 2023.

A joint HCSP/Hcéres report was submitted to the two ministries in November 2023 and published in December of the same year. It notes that, almost twenty years after the launch of the National Plan for Rare Diseases and beyond the extension or intensification of the actions planned in NPRD 3, it is appropriate, with a view to NPRD 4, to take into account developments in the care of patients with rare diseases and research in this field. These prospects can be summarised in a few words:

- the potential usefulness of a foresight exercise in

the face of these upheavals;

- the organisation of care based on demand rather than supply;
- the revolution in data processing and the new jobs resulting from it ;
- the need to meet the challenges of perinatal diagnosis;
- the changes needed in the development of medicines and access to them for rare and ultra-rare diseases;
- lastly, the European scale, which requires precise alignment in terms of timetable and consistency.

### Evaluations outside the public service remit: an expanding activity

When asked to do so, the DER also evaluates the research entities of private schools or institutes.

These evaluations follow the same process as for public institutions: a committee of experts is set up, a collegial and impartial evaluation is carried out on the basis of a self-assessment file or other documents submitted by the applicant and, finally, an adversarial phase allows the institution to make comments.

Thus, in 2023, the DER carried out the evaluation of the research of the following schools or institutes:

- Burgundy School of Business: Centre de recherche sur l'entreprise (CEREN) (March 2023) ;
- Grenoble École de Management: GEM Recherche (March 2023) ;
- Paris School of Business Research Lab (April 2023);
- Institut agronomique néo-calédonien (June 2023).

This evaluation activity is important. In addition to representing a way to significantly increase Hcéres' own resources, it demonstrates the value of evaluation for higher education institutions, and the recognition they give to Hcéres' procedures.

# EVALUATING COURSES

The Department for the Evaluation of Courses (DEF) evaluates the courses offered by higher education institutions with two purposes: with a view to award these degrees with accreditation during the following five-year contract, and with a view to produce the integrated evaluation.

## OBJECTIVES AND TYPES OF COURSES EVALUATION

The evaluation carried out by the DEF in 2023 focused on the 1st, 2nd and 3rd courses cycle and belonging to the institutions in waves C (project phase) and D (assessment phase). These are programmes corresponding to national diplomas, conferring bachelor's and master's degrees:

- courses covered by the LMD system: scientific and technical university study diplomas (DEUST), bachelor's degrees, professional bachelor's degrees, courses covered by university technology bachelor's degrees (BUT), master's degrees, doctorates ;
- health courses: general training diplomas (DFG) and advanced training diplomas (DFA), paramedical training diplomas (capacities and certificates);
- cultural courses offered by art and design schools (DNA, DNSEP) and architecture and landscape schools;
- institutional diplomas conferring licence or master grade.

This evaluation has a threefold objective:

- help programmes to improve their activities and results, by defining the criteria that are essential for accreditations, guiding programmes' evaluation,

compulsory ;

- to provide entities, as part of the integrated evaluation process, with the tools they need to steer their own strategy, particularly for their courses;
- to meet the government's expectations for clear diagnoses, objective data and benchmarks, assessed on the basis of national orders of magnitude, concerning the provision of education in France and the implementation of public policies.

Programmes' results and their plans are evaluated in order to give an accreditation opinion. Generally speaking, the Ministry of Higher Education and Research (MESR) takes for granted Hcéres' favourable opinions, but it analyses the favourable opinions with recommendations, the reserved and unfavorable ones, before deciding whether or not to grant accreditation.

The DEF also designs reports on the various programmes offered by each institution, analysing and assessing their policy and implementation. These reports provide input for the integrated assessment of the institution's performance and its programme plan for the five-year contract.

## A RENEWED FRAMEWORK FOR EVALUATING COURSES WITH A VIEW TO THEIR ACCREDITATION

### IN WAVE C

After assessing the results of the training courses offered by the institutions in wave C in 2022, the DEF prepared the draft courses offer for the next five years, by drawing up an evaluation report on it focusing on assessing new developments and the response to the Hcéres recommendations. Then, it formulates accreditation opinions on each training course in the 1st and 2nd cycles. To do so, Hcéres has defined, based on the provisions of the regulatory framework

governing training courses and their recognition or accreditation, the list of accreditation criteria (around ten) allowing opinions to be formulate. There are four types: «favorable» or «favorable with recommendations» when the training course is likely to be accredited (with or without conditions), «unfavorable» when the training course is not, «reserved» when the elements provided by the institution do not allow a decision to be made.

## THE WAVE D EVALUATION PROCESSES AIMING FOR SIMPLIFICATION AND CONTINUITY

Taking place after wave C, wave D was prepared in 2023 and deployed in its first phase (assessment), in line with the aforementioned objectives. The evaluation of training courses was carried out according to the integrated evaluation process and the evaluation framework, already deeply transformed since wave C and improved for wave D. feedback had indeed been collected to simplify and/or clarify certain evaluation criteria and requested data.

Thus, while the evaluation frameworks for 1st and 2nd cycle training courses and 3rd cycle training courses were renewed almost identically, the one for 1st and 2nd cycle training courses in the field of culture was revised and simplified, to better align it with those for art and design schools on the one hand and architecture and design schools on the other.

Similarly, wave D's evaluations for training courses was carried out according to the following procedures. The reports analyse

how strategy are combined to resources and the results produced. The training evaluation reports aims to provide an opinion for the State's accreditation. It also puts the training courses' provision in perspective with the institution's policy and the resources allocated. Reports thus relied on the qualitative and quantitative data entities provide, which were unfortunately sometimes incomplete. As for the cycle reports, they are provided after identifying and analyzing the results obtained by the courses each cycle. These results were compared with the objectives and the resources implemented by the courses or, for courses in the same cycle, by the intermediate management levels (components, colleges, etc.) or by the institution. Reports focus on specific cross-cutting axes (for example, support for research, professionalization, internationalization, support for students or doctoral students, management of training), the coherence of the implementation of the policy of the training offer, as well as the heterogeneity between these training courses.

These reports were sent to the committees of the Department of Institutional Evaluation (DEEto contribute to the integrated evaluation, and to the DGESIP, to support their accreditation's process and for some institutions, their COMP negotiations. Overall, they allow Hcéres' report to reflect more and more clearly how an entity or a university is able to manage properly its training offer, its quality and its sustainability as well as how students' benefit from it.







### Waves C&D's evaluation committees

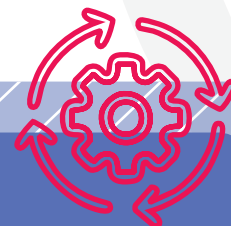
In wave C, after evaluating the training results, 21 committees from the 1st and/or 2nd cycle prepared 15 evaluation reports on the project of the training offer of universities and 7 other committees prepared 15 evaluation reports for schools in the field of culture. They formulated the accreditation opinions on 1,550 training courses for the upcoming contract. For these training courses, Hcéres issued 950 favorable opinions, 531 favorable opinions with recommendations, 28 unfavorable opinions and 41 reserved opinions. In wave D, 21 committees were formed (12 in the 1st and 2nd cycles and 9 in the 3rd cycle). They produced 15 evaluation reports for the 1st and 2nd cycles, 5 evaluation reports for the 3rd cycle, a report on the graduate programs of the Université Paris Sciences et Lettres (articulating the 2nd and 3rd cycles) and 732 training reports (including 54 in the field of culture). Each report presents the training courses' evaluation, per cycle, to support the training courses' provision management, to identify how to develop it. It is expected to be submitted in spring 2024.

## COORDINATION WITH OTHER BODIES SERVING THE QUALITY CERTIFICATION OF PROFESSIONAL TRAINING

Following on from the previous annual conferences on the «Quality of professional training» held at the end of 2020 and then at the end of 2022<sup>1</sup>, Hcéres, the Commission des titres d'ingénieur (CTI) and France Compétences continued their work after the registration of higher education institutions on the single list of training organizations deemed to be quality certified, based on their periodic evaluation by Hcéres or CTI. This evaluation gives higher education institutions the opportunity to benefit from continuing professional training funds and, from now on, to benefit from the Qualiopi label

(and use its logo) created by the labor code for professional training. The work of the 3rd annual conference, which took place on December 7, 2023, allowed in particular to take stock of the implementation of the evaluation by Hcéres and the CTI of the quality of professional training falling within their remit. It also broadened Hcéres' and CTI's scope to evaluate other entities and training courses, according to procedures validated by Hcéres.

1. Law No. 2018-771 of September 5, 2018 for the freedom to choose one's professional future provides in its Article 6 for an obligation of certification, by a third-party body, of organizations carrying out actions contributing to the development of skills on the basis of a single national reference framework, if they want to benefit from public or pooled funds (cf. note p. 18).



### Coordination of national evaluation bodies

In accordance with Article D. 114-2 of the Research Code<sup>1</sup>, the High Council coordinates the Commission for the Evaluation of Management Training and Diplomas (CEFDG) and the Commission for Engineering Qualifications (CTI). This coordination role concerns the consistency between the evaluation frameworks, the timetables and the methods for conducting evaluations, the information and data sharing policy, and European and international action.

Hcéres can assess other bodies' evaluation procedures. The latter must have a national scope of intervention (training and diplomas). The guidelines to approve another body's evaluation guidelines were adopted by the collège in September 20, 2023<sup>2</sup>.

Being an essential vector of simplification, the coordination prevents asking institutions evaluated by Hcéres, the CTI and/or the CEFDG to share the same information several times. Thus, without this burden, the evaluation's legitimacy and effectiveness is strengthened.

1. [https://www.legifrance.gouv.fr/codes/article\\_lc/LEGIARTI000048769842/2024-01-01](https://www.legifrance.gouv.fr/codes/article_lc/LEGIARTI000048769842/2024-01-01).

2. [https://www.hceres.fr/sites/default/files/media/files/modalites\\_validation\\_evaluations\\_instances\\_specialisees.pdf](https://www.hceres.fr/sites/default/files/media/files/modalites_validation_evaluations_instances_specialisees.pdf).

## EVALUATION OF DIPLOMAS FROM INSTITUTIONS GRANTING BACHELOR'S OR MASTER'S

### DEGREES



Hcéres also ensures the evaluation of area-specific diplomas<sup>1</sup> and institution diplomas conferring the degree of bachelor's or master's degree<sup>2</sup>, except those in engineering or management. In 2023, in order to renew their recognition by the State, the DEF evaluated three area-specific diplomas (all 2nd cycle) and 38 institution diplomas conferring the degree of bachelor's (14) or master's (24) supported by public or private institutions (mainly). This course offer is constantly increasing in schools but also universities. The process of evaluating these area-specific institution diplomas

conferring the degree of bachelor's (14) or master's (24) supported by public or private institutions (mainly). This course offer is constantly increasing in schools but also universities. The process of evaluating these area-specific institution diplomas or conferring the degree of bachelor's or master's degree, currently organized on an ongoing basis, resulted from a framework agreed with the General Directorate of Higher Education and Professional Integration (DGESIP). The assessment performed by DEF is included in the entity's integrated evaluation.

1. Articles L. 443-2 et L. 641-5 of the Education Code.

2. Article D. 612-34 of the Education Code.

# EVALUATING UNIVERSITIES AND SCHOOLS

Universities, schools (engineering schools, architecture schools, private higher education institutions of general interest – EESPIG, art and design schools) and, to a small extent, territorial coordinations: the Department of Institutional Evaluation (DEE) is responsible for evaluating a wide variety of entities. This integrated evaluation is based on the joint use of the conclusions of its own evaluations and those carried out by the Research Evaluation Department (DER) and the Training courses Evaluation Department (DEF).

## INTEGRATED EVALUATION REPORTS

With the first publications of the university evaluation reports of wave C, the year 2023 was marked by substantial changes made to the evaluation procedure carried out by Hcéres.

These reports result from significant coordination work with other Hcéres departments. They make it possible to analyze the strategy of the institutions in light of the resources they have deployed to support it and the

results observed by the evaluations of training courses and research units. Their format has also been revised: a two-page overall opinion, at the beginning of the document, provides a synoptic and synthetic view of the evaluation. These reports are more precise and incisive and are designed to facilitate reading by decision-makers and the community of the evaluated institution.

### Example of integrated evaluation: Côte d'Azur University (UniCA)

The expert committee's analytical work for the institutional evaluation of UniCA<sup>1</sup> was based on original contributions on the performance of the institution, by looking at the entities composing it. An analysis of the research units (research synthesis) and of its three training cycles (cycle reports) is also included. The efforts to articulate institutional partnerships in research were thus able to be quantified and their efficiency demonstrated thanks to the research synthesis. With approximately 2,000 staff (researchers and support staff) working in the 22 joint research units (UMR) out of the 43 laboratories that

UniCA has, it appears that the public research of the Côte d'Azur site largely overflows, by its scientific potential, the sole perimeter of the university which represents a little more than half of it.

In addition to a high number (18 in total) of scientific niches with global or international influence, a research dynamic marked by a growth in scientific production and an interdisciplinary structuring was highlighted – in connection with the transformation of the university into an experimental establishment now organized around university research schools – with for example the deployment of research in

artificial intelligence involving a range of disciplines extended beyond the exact sciences (history, law, health, etc.).

The cycle reports have emphasized the need to formalize the bridges between training courses, the deployment of the skills-based approach, the support for research, the monitoring of professional integration and the professionalization of certain training courses offered. This led Hcéres to issue several recommendations in favor of a more integrated management of the training policy.

1. Evaluation report of Université Côte d'Azur (UniCA).

## EVALUATION OF EXPERIMENTAL PUBLIC ESTABLISHMENTS

Hcéres has published 4 evaluation reports regarding the exit of experimental public establishments status (EPE). The Ministry of Higher Education and Research (MESR) relies on the opinion issued by the High Council to decide, depending on the case, to extend the experiment, to end it or to validate the process of exiting and perpetuating the statuses.

Hcéres issued an unconditional favorable opinion on the exit from the experiment of the Université Grenoble Alpes.

Without calling into question the request for exit from the experiment of Cergy Paris Université (CY), it recommended postponing this exit by a few months, as the initially planned schedule clashed with presidency's renewal of the institution. This recommendation was set in practice.

With regard to the Côte d'Azur (UniCA) and Polytechnique Hauts-de-France (UPHF) universities, the exit is subject to corrective actions' implementation, in response to the experts' recommendations. The committee needs to make sure that they are being followed.

Concerning the UPHF, a postponement of the end of the experiment to the second half of 2024 was required, in order to work on strengthening the place of the National Institute of Applied Sciences (INSA) of Hauts-de-France and the Higher School of Art & Communication (ESAC) of Cambrai, component institutions, in the governance

### Four exit evaluation reports published in 2023

- January 26, 2023: Cergy Paris University (CY)
- January 31, 2023: Côte d'Azur University (UniCA)
- May 17, 2023: Grenoble Alpes University
- November 22, 2023: Polytechnic University Hauts-de-France (UPHF)

of the institution. The second request is reconsidering the allocation of the training offer in science and technology of physical and sports activities (STAPS) to INSA. As for UniCA, without calling into question the end of the experiment date, the experts' report focused on improving the management to ensure its full compliance with the expectations of the statutes of the EPE: enhanced budgetary coordination, integration of the human resources policy of the component institutions of the EPE, strengthened formalization of the relations between the entities that make up the EPE (consistency of the statutes, agreement with research organizations). In 2024, Hcéres will take a decision, based on the level of compliance Unica demonstrated, based on the recommendations issued. If necessary, it will give a positive opinion on this type of experiment.

## RESULTS OF THE FIRST INSTITUTIONAL EVALUATIONS OF ART AND DESIGN SCHOOLS

In wave C, Hcéres evaluated institutionally art and design schools for the first time, in addition to the training courses evaluation unfolding for more than ten years. The thirteen art schools evaluated represent 30% of the 45 public art and design schools under the supervision of the Ministry of Culture, including three of the ten national schools.

To better inform decision-makers and the entities themselves, Hcéres wanted to supplement the publication of these thirteen reports with an observation note comparing common findings, jointly

with recommendations addressed, as the case may be, to art and design schools, to the collective of their management and/or to their supervisory authority. It states that:

- art and design schools are limited in their operation by governance bodies that are too monolithic, poorly adapted, in the case of territorial schools, to the operation of a higher education entity, and by insufficient dialogue with their supervisory authority; the multi-year objective contracts that exist for entities under MESR supervision are lacking;

- the objective of professional integration is not sufficiently taken into account in the definition of the training offer and students' support scheme;
- the definition of the very contents of research activities remains a major challenge; the implementation of the doctorate through creation is difficult; finally, in

terms of management, the consideration of research in the statutory activity of artistic education teachers is a thorny subject that the Ministry of Culture and the entities must address more effectively.

## 49 ENTITIES REPORTS PUBLISHED IN 2023

### 6 out-of-wave entities reports

- Rapports d'évaluation des Écoles françaises à l'étranger (l'École française d'Athènes, l'École française de Rome, l'Institut français d'archéologie orientale, l'École française d'Extrême-Orient, la Casa de Velázquez)

### 4 evaluation reports at the end of the experiment

- Cergy Paris Université (CY)
- Université Côte d'Azur (UniCA)
- Université Grenoble Alpes
- Université polytechnique Hauts-de-France (UPHF)

### 39 entities reports from wave C

#### 13 art school

- Haute école des arts du Rhin-Strasbourg-Mulhouse
- École supérieure d'art et de design de Reims
- École supérieure d'art de Lorraine-Metz-Épinal
- École nationale supérieure d'art et de design de Nancy
- École supérieure d'art et de design d'Orléans
- École nationale supérieure d'art – Dijon
- Institut supérieur des beaux-arts de Besançon
- École Média Art du Grand Chalon
- École supérieure d'art et de design Toulon-Provence-

#### Méditerranée

- École supérieure d'art d'Aix-en-Provence
- École supérieure d'art et de design de Marseille-Méditerranée
- École supérieure d'art d'Avignon
- École nationale supérieure de la photographie – Arles

#### 3 architecture school

- École nationale supérieure d'architecture de Marseille
- École nationale supérieure d'architecture de Strasbourg
- École nationale supérieure d'architecture de Nancy

Agence bibliographique de l'enseignement supérieur

Bibliothèque nationale et universitaire de Strasbourg

#### 11 schools and institutes

- ICN Business School
- École Supérieure de Technologie et des Affaires
- École supérieure d'ingénieurs des travaux de la construction (ESITC Metz)
- Yncréa Méditerranée
- Yschools
- Institut national des sciences appliquées (INSA) de Strasbourg
- École nationale du génie de

l'eau et de l'environnement de Strasbourg

- École centrale de Marseille
- Sciences Po Aix
- École nationale supérieure de mécanique et des microtechniques de Besançon
- Institut national des sciences appliquées (INSA) Centre Val de Loire

#### 10 universities

- Université de Reims Champagne-Ardenne
- Université de technologie de Troyes
- Université de Lorraine
- Université de Strasbourg
- Université de Haute-Alsace
- Université de Toulon
- Université de Bourgogne
- Université de Franche-Comté
- Université d'Avignon
- Université de technologie de Belfort-Montbéliard



## EVALUATION OF PRIVATE NON-PROFIT HIGHER EDUCATION ENTITIES

Private non-profit higher education entities, contributing to public service missions, may, at their request, be recognized by the State as private higher education entities of general interest (EESPIG), by order of the Minister in charge of higher education, after consulting the Advisory Committee for Private Higher Education (CCESP).

The EESPIG label is usually issued for five years. Its renewal is conditional on the completion of an evaluation by Hcéres, which contributes to informing the CCESP in its decision-making.

Since 2023, EESPIG evaluation reports have included a specific opinion on the renewal of the label indicating the extent to which the evaluated entity takes into account the common characteristics of higher education and research institutions, both nationally and internationally: quality of research and training, the institution's economic model, internal organization, etc.

## CHANGES TO THE EVALUATION FRAMEWORKS TO PREPARE WAVE E

The implementation of the climate-biodiversity and ecological transition plan of the Ministry of Higher Education and Research has led Hcéres to strengthen the consideration of sustainable development and social responsibility (SD&SR) in the evaluation. Hence the choice to add a single reference in the institutional evaluation frameworks of wave E, within the «strategic and operational management» field, gives visibility to this theme, and positions it at the most strategic level of the evaluative analysis.

Hcéres has also equipped itself with a specific evaluation framework for schools of architecture and landscape, considering, as was the case when drafting the framework for schools of art and design in 2022, that these cultural entities differ significantly from traditional university in light of how they carry out their research and training missions. This condensed framework is closely linked to the evaluation framework for training in the field of culture and adapted to the specificities of research in architecture.

Finally, in the implementation of the evaluation of wave E institutions, particular emphasis will be placed on the framework's criteria allowing to assess the degree of control by the institutions of their margins of autonomy and the impacts of the initiatives taken in this area. This focus will help to fuel the national debate opened by public authorities, willing to initiate the second act of universities' autonomy.

# A BETTER RESPONSE TO THE CHALLENGES OF EVALUATION IN THE HEALTHCARE SECTOR

The creation of the Health division within the Department of Institutional Evaluation (DEE) aims to improve the evaluation of the performance of both basic and clinical medical research and, ultimately, the quality of health training.

The ambition of the Health division is to produce, at the scale of a hospital-university site, analyses taking into account a three-fold dimension:

- the institutional dimension, in particular the hospital-university strategy defined by the site's partners;
- the research dimension, in particular the academic

- research-clinical research continuum;
- the training dimension, including medical and paramedical training.

The year 2023 focused on two dimensions: institutional evaluation and research evaluation.

## EVALUATION OF UNIVERSITY HOSPITALS (CHU)

The Health division has implemented a revised and adapted evaluation procedure for University Hospitals (CHU).

Previously organized by the Research Evaluation Department (DER) and focused solely on the quality of research results, it only very partially considered the CHU's strategic, partnership and organizational dimension.

In order to bring about a change of perspective and while anticipating the evaluations of wave D and the Assistance publique - Hôpitaux de Paris (AP-HP)'s assessment, a new framework for evaluating the CHU's research, transfer and innovation activities has been developed. Approved by Hcéres' college on March 6, 2023, it should evaluate, based on the hospital-university agreement, the capacity of the CHU to manage research activities by defining its own strategy and allocating resources to it.

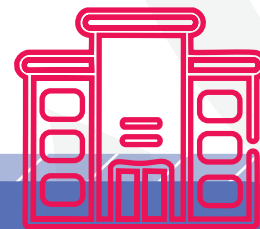
## EVALUATION OF UNIVERSITY HOSPITAL INSTITUTES (IHU)

Hcéres has been entrusted with the evaluation of the University Hospital Institutes (IHU) by the ministries responsible for health and research and by the General Secretariat for Investment (SGPI).

Resulting from an action financed within the framework of the Future Investment Program (PIA), the IHUs aim to provide France with several centers of excellence in research, care, training and technology transfer in the field of health. To this end, they also have the mission of developing biomedical research in its fundamental, translational and clinical research components, and of promoting its transposition to all levels of the health system.

A specific IHU evaluation framework was adopted on September 20, 2023 by the collège. This assessment will contribute to the reflections of the supervisory authorities. As mentioned in the Health Innovation Plan 2030<sup>1</sup>, there will be possible financing of new actions for the period 2025-2030. It will thus offer practical hindsight related to results obtained by these institutes of excellence for the benefit of research, health and innovation.

1. Health Innovation 2030: making France the leading innovative and sovereign European nation.



### Seven IHU evaluated by Hcéres

Six IHUs were created as part of the first PIA in 2010-2011 (IHU-A-ICM, Mix Surg / Strasbourg, Imagine, Méditerranée Infection, ICAN, Liryc) and one in 2018 (FOReSIGHT).

IHU	Domaine	Université	CHU
UHU-A-ICM	Neurology	Sorbonne Université	AP-HP (Assistance publique - Hôpitaux de Paris)
Mix Surg / Strasbourg	Image-guided surgery	Université de Strasbourg	CHU Strasbourg
Imagine	Genetical diseases	Université Paris Cité	AP-HP
Méditerranée Infection	Infectious diseases	Aix-Marseille Université	AP-HM (Assistance publique - Hôpitaux de Marseille)
ICAN	Cardio-metabolism and nutrition	Sorbonne Université	AP-HP
Liryc	Rhythmology and cardiac modeling	Université de Bordeaux	CHU Bordeaux
FOReSIGHT	Ophthalmology	Sorbonne Université	AP-HP

## EVALUATION OF NURSING TRAINING INSTITUTES (IFSI)

A pilot experiment will be conducted by the Training Evaluation Department (DEF), in coordination with the Health division, to evaluate state nursing diplomas supported by the Nursing Training Institutes (IFSI), as part of agreement with wave E's entities (Paris-Saclay University, Versailles Saint Quentin University, Paris-Est Créteil University and Lille University), as well as the universities located in Paris intramuros.

Preparations for the procedure were launched at the end of 2023, with several discussions and consultation meetings with representatives from regions Île-de-France and Hauts-de-France, the regional health agencies (ARS) and the entities themselves.





# EVALUATING ORGANISMS

The Department for the Evaluation of Organizations (DEO), created in 2021, is made up of a team of seven people. It is responsible for conducting evaluations of national research organizations (ONR), as well as the National Research Agency's (ANR). In addition, it now organizes the evaluation of certain private law structures receiving public research funding, in particular in 2023-2024, the Pasteur Institute.

## THE FOUNDATIONS AND OBJECTIVES OF THE EVALUATION OF ORGANIZATIONS

Developed from spring 2021, drawing in particular on feedback from the managers of the organizations evaluated since 2018 and from the chairs of the expert committees responsible for these evaluations, the evaluation framework for research organizations was approved by Hcéres college in October 2021.

This evaluation framework for research organizations is fully in line with the orientation set by the law of December 24, 2020 on research programming (LPR) for the years 2021 to 2030: the evaluation aims to help the organization in the development and implementation of their governance and strategic policy, and to help them preparing the next multi-year contract with the State. The recommendations of the evaluation reports are therefore addressed to the entity evaluated and the State.

The evaluation covers each organization's main tasks, examining its main results obtained in terms of research, innovation, contribution of expertise in support of public policies, and the inclusion of science in society. It is mainly ex-post, focusing on the implementation of the establishment strategy and the results obtained during the period examined. It also includes a part of ex-ante evaluation, by examining their strategic orientations envisaged for the upcoming years.

Specific attention is paid during the evaluation to the execution of the contract of objectives and performance between the organization and the State, as well as to the implementation of certain key elements of the organization's strategy:

- its involvement in universities' development, within the framework of integrated site policies including joint actions to strengthen the influence of university sites;
- its national role;
- its human resources policy;
- its European commitment and international cooperation;
- its action in terms of scientific integrity.

The framework states that evaluation is adapted, in each case, to the situation and the challenges faced by evaluated organization. To this end, the DEO strives to collect expectations regarding the evaluation from each supervisory ministry. Hence, a meeting is organized prior to the evaluation with each central administration directorate general exercising responsibility for supervising the organization. On the basis of these expectations and those of the organization itself, the DEO writes a note gathering the core issues the evaluation should tackle. This note, communicated to the organization before the preparation of its self-assessment report and to the evaluation committee, is made public on the Hcéres website.

During 2023, the DEO also continued to expand its dialogue within Hcéres with the Observatory of Science and Technology (OST) in order to strengthen the relevance and interest of this department's contribution for each organization evaluation. In addition to the introduction of comparisons with European and international institutions for bibliometric analyses, a new element in 2023 concerned analyses carried out by the OST and the DEO, in conjunction with the evaluation committee of the National Centre for Scientific Research (CNRS), on the robustness of certain bibliometric indicators. This approach is intended to continue.

## CURRENT ASSESSMENTS AND OUTLOOK

The year 2023 was first marked by the finalization of the evaluation report of the Institute for Radiological Protection and Nuclear Safety (IRSN). The evaluation work was completed just before the government announced the bill grouping together the IRSN and the Nuclear Safety Authority (ASN) into a single entity, and the evaluation report was mentioned several times in the parliamentary work in spring 2023.

Then and above all, the evaluation of the CNRS conducted by an evaluation committee composed of 16 very high-level international experts marked 2023. The evaluation was carried out in English, while the evaluation visit took place in May, ending by the evaluation report's publication in November, in English and French. The French National Institute for Research in Digital Science and Technology (Inria) was also evaluated in 2023, and the evaluation report will be published in March 2024.

Finally, work has begun on preparing for the next evaluations:

- the evaluation of the Pasteur Institute will be carried out in English by an international committee of experts; the evaluation visit is scheduled for June 2024 and the evaluation report will be published in the fall;
- the French National Research Agency (ANR) and the French National Institute for Industrial Environment and Risks (Ineris) will also be evaluated in 2024, with evaluation visits at the end of 2024;
- preparations have begun for the evaluations of the French Atomic Energy and Alternative Energies Commission (CEA), the French National Center for Space Studies (CNES) and the French National Institute for Health and Medical Research (Inserm); The evaluation visits to these three organisations will take place in the first quarter of 2025.





In 2023, Hcéres conducted the evaluation of the National Center for Scientific Research (CNRS), the first evaluation conducted based on the evaluation framework for research organizations adopted by the college in the fall 2021.

### **A unique exercise, a targeted evaluation**

Preparation for the CNRS evaluation began in the summer 2021, with a period of in-depth dialogue between Hcéres and the CNRS management, until early 2022.

Given the very large size of the CNRS (and, even more so, the very large size of the scope of its joint research units – UMR – shared with universities and other partner institutions), Hcéres considered that this evaluation was a very unique exercise that required targeting the entities to be examined.

Thus, «terms of reference for the evaluation of the CNRS» were established by Hcéres based on the evaluation framework for organizations, in conjunction with the CNRS management and the Ministry of Higher Education and Research. These terms of reference have been available in French and English since March 2022 on the Hcéres website. In particular, they establish that certain subjects, including major research instruments, international cooperation outside Europe, and some administrative subjects, are left outside the scope of the evaluation. They also indicate the subjects on which the evaluation should examine the 10 internal Institutes. On this basis, the CNRS prepared its self-assessment report between April 2022 and January 2023. The evaluation visit took place from May 8 to 12, 2023, and the evaluation report was published on November 20, 2023. Presented at a press conference, it generated quite a bit of interest in the media. It led to a presentation and debate with the collègue.

### **12 main recommendations**

The evaluation committee wrote 12 main recommendations, which are fully described in the report<sup>1</sup>.

While recognizing the high quality of the CNRS and its scientific activity, these recommendations aim to enable it to fully reach its potential, thereby benefitting the French and global scientific community, and society as a whole.

The conclusion of the evaluation report also lists the strengths and weaknesses of the CNRS identified by the evaluation committee.

The recommendations are mainly addressed to the CNRS. Some of them are also addressed to the Ministry of Higher Education and Research with a view to preparing the contract between the CNRS and the French State for the period 2024-2028.

1. [English version of evaluation report.](#)



Update the role and positioning of the CNRS in an evolving French research ecosystem;

Modernize the governance of the CNRS and bring it to the level of other world-class research institutions;

Craft new strategies for diversified and sustainable multi-annual funding;

Implement an ambitious strategy to attract, support and fidelise the best talents;

Develop a culture of mentoring and inclusion at all levels of the organisation;

Deepen the partnership with universities, strengthen the co-management of UMRs and the involvement of CNR researchers in teaching

Launch a “commando operation” to respond urgently and decisively to the need to simplify administrative processes and reduce the bureaucratic burden on the CNRS community;

Strengthen the scientific policy and partnership strategy, as well as risk-taking, and regularly implement international evaluations and comparisons;

Accelerate the development of innovation and transfer to society;

Play a leading role and be a driving force at the European level;

Encourage a culture of sustainability, scientific integrity and responsible research;

Improve knowledge sharing and communication for the benefit of society.

### The evaluation committee

The evaluation committee included 16 experts of 10 different nationalities (citizenship or residence):

- Martin Vetterli, President of the École polytechnique fédérale de Lausanne (EPFL, Switzerland), Chair of the evaluation committee;
- Sophie D'Amours, Rector of Laval University (Quebec, Canada), Vice-Chair of the evaluation committee
- Michael Bronstein, Professor of Artificial Intelligence, University of Oxford (United Kingdom);
- Lorraine Daston, Director Emeritus, Max Planck Institute for the History of Science (Berlin, Germany) and Member of the Committee on Social Thought, University of Chicago (USA);
- Jo De Boeck, Executive Vice President and Chief Strategy Officer, Imec (Leuven, Belgium);
- Sandra Díaz, Professor of Ecology, National University of Córdoba and Senior Member of the National Council for Scientific and Technical Research (CONICET, Argentina);
- Jérôme Faist, Professor of Physics, Swiss Federal Institute of Technology Zurich (ETHZ, Switzerland);
- Timothy Gowers, Professor of Combinatorics at the Collège de France and Fellow of Trinity College, University of Cambridge (UK);
- Hervé Guillou, Former Chairman and CEO of Naval Group;
- Regine Kahmann, Director Emeritus, Max Planck Institute for Terrestrial Microbiology (Marburg, Germany);
- Ilan Marek, Distinguished Professor of Chemistry, Technion (Israel Institute of Technology), Haifa, Israel;
- Friederike Otto, Senior Lecturer, Grantham Institute for Climate Change and the Environment, Imperial College, London (UK);
- Riccardo Pozzo, Professor of Philosophy, University of Rome “Tor Vergata” (Italy);
- Richard Riman, Professor of Materials Science and Engineering, Rutgers University (USA);
- Chiara Sabatti, Professor of Biomedical Data Science and Statistics, Stanford University (USA);
- Christopher Stubbs, Professor of Physics and Astronomy, Dean of Science, Harvard University (USA).

# COOPERATING AND EVALUATING INTERNATIONALLY

The activity of the Europe and International Department (DEI) is structured around two complementary axes: cooperation and evaluation. Through its privileged relations with counterpart agencies, institutional partners or donors and international organizations, the DEI promotes Hcéres' expertise in Europe and the rest of the world. Thus it strengthens evaluation, its core business.

## SHARING EXPERTISE OF GOOD PRACTICES IN EUROPEAN AND INTERNATIONAL NETWORKS

Dynamic cooperation agreements have helped to consolidate Hcéres' visibility in quality assurance agency networks. The DEI participated in eleven face-to-face events and seminars, organized by networks Hcéres is a member and a key player of: Bologna follow-up group (BFUG), European Association for Quality Assurance in Higher Education (ENQA), International Network for Quality Assurance Agencies in Higher Education (INQAAHE), European Consortium for Accreditation in higher education (ECA) and Quality audit network (QAN). Two seminars, the ECA winter seminar and the QAN annual seminar were held in Hcéres' premises.

The DEI also became a member of the ECA network's Certification Group, dealing with issues of internationalization assessment through the CeQuint label.

At the European Quality Assurance Forum, the DEI also presented an article co-written with collaborators from

the Commission des titres d'ingénieur (CTI) and the Belgian and Swiss agencies within the framework of the French-speaking network of quality agencies for higher education.

Three new cooperation agreements were also signed with the Romanian, Swedish and Tunisian agencies.

Hcéres strengthened partnerships in Latin America through two series of webinars with the Argentinian agency and the Peruvian agency. In addition, to make itself more visible to local stakeholders, a delegation from the DEI participated in the first Franco-Mexican conference on university and scientific cooperation. On this occasion, Hcéres signed an agreement with the State Secretariat of Higher Education of Mexico, aimed at building a cooperation program for the continuous improvement of Mexican institutions.

### A cooperative activity that feeds into the evaluation activity

- Institutional evaluation of the Universidad Nacional of Costa Rica

The institutional evaluation of the Universidad Nacional of Costa Rica was carried out with the Central American Council for Evaluation and Accreditation of Higher Education, one of Hcéres' partner. The Universidad Nacional, which was accredited by Hcéres for 5 years, is the tenth institution it accredits in Latin America. Hence, Hcéres supports internationalization and the establishment of quality assurance systems in the region.

- Franco-Vietnamese cooperation

Officially authorized by the Ministry of Education and Training in Vietnam, Hcéres evaluated four Vietnamese institutions delivering the Vietnam Engineering Training Program, including the Polytechnic Institute of Hanoi and the Polytechnic Institute – University of Danang.

In addition, Hcéres awarded the University of Science and Technology of Hanoi with a 5-year accreditation. The ceremony was organized in Hanoi with the French Minister of Transformation and Civil Service, Stanislas Guérini.

## EVALUATING RESEARCH IN AN INTERNATIONAL FRAMEWORK

Hcéres co-chairs, with the Swedish Higher Education Authority (UKÄ), the ENQA working group on research quality assurance, whose work should lead to the publication of a comparative study on European practices in this area.

As part of the BFUG Quality Assurance Working Group, Hcéres hosted the Romanian and Irish agencies for a study visit to France on the theme of research evaluation.

The DEI also directly benefited from its partnership with the Italian agency Agenzia Nazionale di Valutazione del sistema Universitario e della Ricerca (ANVUR) to speak at its international webinar on assessing the societal impact of research and to take part in the workshop on research excellence during the multilateral dialogue on principles and values in international cooperation in research and innovation.

### First use of the international research organization evaluation framework

Hcéres has developed an ad hoc framework for the evaluation of international research, allowing for the evaluation of the Center for Study and Research of Djibouti, a multidisciplinary research organization (climate change, languages, political sciences), around 5 areas:

- positioning and strategy;
- governance and organization;
- the main characteristics of the implementation of the strategy;
- activities and results;
- strategic orientations for the coming years.

## DEVELOPMENT OF ACTIVITIES IN COOPERATION WITH DONORS AND INTERNATIONAL ORGANIZATIONS

The consolidation of cooperation with donors and international organizations has resulted in a systematization of evaluation activity, particularly in Africa.

The collaboration between Hcéres and the French Development Agency was formalized by signing an agreement stipulating that Hcéres provides support to public actors to develop evaluation, including through strengthening institutions' quality in countries eligible for official development aid.

Hcéres has also intensified its relations with the World Bank, in particular through the evaluation of training courses at the Centers of Excellence in Africa. At the same time, the DEI contributed to the 10th workshop of the ACE Impact project organized by the World Bank<sup>1</sup>, the French Development Agency and the Association of African Universities in Abidjan to discuss the accreditation of universities hosting a Center of Excellence.

1. The ACE Impact project seeks to meet the demand for skills and highly qualified personnel as well as the needs for knowledge production and innovation necessary for the development of strategic sectors

### Evaluation of the African Centers of Excellence

Hcéres is the first evaluation agency requested by the Centers of Excellence to obtain international accreditation for their training courses, one of the objectives set by the World Bank in its financing model. A step was taken in 2023 with the institutional evaluation of the establishments hosting Centers of Excellence, two of which have already been accredited for 5 years: the National School of Statistics and Applied Economics of Abidjan and the International Institute of Water and Environmental Engineering of Ouagadougou.

Finally, through enhanced cooperation with the Agence universitaire de la francophonie, Hcéres participated in three essential events of scientific diplomacy:

- the inauguration of the International Academy of Scientific Francophonie in Rabat;
- the international conference in Dakar, co-organized by its Senegalese partner agency;
- the World Week of Scientific Francophonie in Quebec.

### A SIGNIFICANT ROLE IN THE DEVELOPMENT OF STRATEGIC EUROPEAN INITIATIVES

Intensification of structuring projects for higher education and research (ESR) on a European scale happened in 2023. This dynamic context prompted Hcéres to create a Europe hub within the DEI.

Associated with several events dedicated to «European Universities», the High Council also participated in the dialogue with the European Commission, European political, institutional and academic actors for the production of a specific reference framework for Alliances, the revision of the draft European evaluation reference framework for Alliances (EUniQ) as well as that of the European evaluation reference framework for joint programs (European Approach).

Hcéres also supported several winners of the pilot projects initiated by the European Commission («Pilot a joint European degree label»), four of which were selected:

- ED-LAB (European Degree Label institutional laboratory);
- SMARTT (Screening, mapping, analyzing, recommending, transferring and transforming HE international programmes);
- FOCI (Future-proof Criteria for Innovative European Education);
- ED-AFFICHE (European Degree – Advancing, Facilitating and Fostering International Collaboration in Higher Education).

The objective is to enable Alliances of higher education institutions and national authorities to examine, test and facilitate the delivery of a joint European degree label, based on common criteria, from 2024 on.



# DIVERSIFYING SOURCES AND METHODS FOR SCIENTOMETRIC ANALYSES

The Observatory of Science and Technology (OST) combines a solid data infrastructure and strong skills in the fields of scientometrics and the study of research and innovation systems. It is developing its capacity to work with artificial intelligence tools and on open publication databases. The Observatory thus adapts its methods and data to conduct relevant analyses at different institutional and geographical scales.

## VARIOUS INDICATORS FOR SPECIFIC ASSESSMENTS AND STUDIES

The OST drafts report providing a variety of indicators in order to contribute to the analysis of different axes of the scientific activity of the institutions. Reports are adapted to their specificities and to the types of evaluation. They use, as the case may be, data on publications, patents and European projects.

The 2023 edition of the reports for university research institutions (IPERU) has been enriched with new indicators and its format is now simplified. The same goes for the indicator reports that contribute to the research syntheses as part of the institutions' integrated evaluation. A module, developed from HAL data, has been added to the reports for institutions with a focus on SHS. It includes a comparison of the number of publications attributed to the institution in HAL and the WoS, as well as qualitative information on the types of publications, journals and main publishers of their corpus. Concerning the indicators supporting organizations' evaluation, 2023 was marked by the production of the report relating to the

CNRS, in close collaboration with the organization evaluation department (DEO). This report introduced new analyses, in particular the comparison of the CNRS with different research institutions abroad for European projects and publications, a comparison of data from the OST database with HAL records, and an analysis of the influence of the scope of the data on certain indicators.

The indicator report for the evaluation of Inria focused on the representativeness of the OST publication database (journals and proceedings) in the fields of computer science. In 2023, the OST also analyzed the interactions between research institutions within the Île-de-France region. The measurement of the scale of joint publications through joint supervision will continue in early 2024 to achieve a better understanding of individual contributions to research activities in the region and France.

## THEMATIC ANALYSES OF SCIENTIFIC AND TECHNOLOGICAL FIELDS

In 2023, the OST produced thematic corpora of publications and patents based on textual analyses in various scientific and technological fields: cancer, cybersecurity, and various technologies to fight global warming. In the field of artificial intelligence (AI), more or less large corpora were compared to analyze France's scientific and technological position<sup>1</sup>. The OST contributed to the evaluation of the 3rd National Rare Disease Plan (PNMR 3) by providing an indicator report

to Hcéres' expert committee. The construction of a global corpus of publications on rare diseases allowed for positioning France in relation to the top 15 countries publishing the most in the field (see table). France's share of publications relating to rare diseases (4.1%) is 50% higher than the country's share of total global publications, which demonstrates a strong commitment to this field of research.

1. See the State of Higher Education, Research and Innovation, 2023, <https://www.enseignementsup-recherche.gouv.fr/fr/l-etat-de-l-enseignement-superieur-de-la-recherche-et-de-l-innovation-en-france-84954>.



## Scientific publications on rare diseases: indicators of the main publishing countries (2016-2021)

	1. Global share of rare disease corpus	2. Specialization index in the field of rare diseases*	3. Normalized impact index**
USA	24,4 %	1,4	1,2
China	12,7 %	0,6	0,7
Japan	6,0 %	1,6	0,7
Germany	4,8 %	1,1	1,0
UK	4,7%	1,1	1,3
Italy	5,5%	1,9	1,0
France	<b>4,1 %</b>	<b>1,5</b>	<b>1,0</b>
Canada	3,1 %	1,2	1,1
Turkey	2,5 %	1,7	0,4
Sapain	2,5 %	1,1	0,9
Netherlands	2,1 %	1,6	1,1
Brazil	2,1 %	1,0	0,6
Australia	2,2 %	0,9	1,0
India	2,4 %	0,6	0,6
South Korea	2,3 %	0,8	0,7
Word	<b>100 %</b>	<b>1,0</b>	<b>1,0</b>

\* Share of rare disease corpus (col. 1) / share of total global publications.

\*\* MNCS (mean normalised citation score): citations per publication, normalised by scientific speciality, document type and publication date. These normalisations relative to the world allow comparisons between countries.

Source: OST-Web of Science publication database, OST calculations.

## ANALYSIS OF RESEARCH IMPACT PATHWAYS

From 2021 to 2023, the OST participated in the European IntelComp project, which built a data platform on research and innovation activities, as well as AI tools for cross-functional analyses. The OST hosted the health living lab with stakeholders in cancer research funding in France: a co-construction effort encouraged discussions on the tools developed and their relevance for studying the funded projects' scientific, technological and socio-economic impacts. This European project allowed the OST to own the tools developed and apply them to the data and issues of cancer research.

The OST obtained funding from the European Patent Office to analyze science's influences on technological developments. The project uses, on the one hand,

citations of publications by patents and, on the other hand, semantic proximities measured by an automatic language processing system. Preliminary results identify significant influences of publications, particularly for CRISPR technologies, messenger RNA and quantum<sup>1</sup>. They also show that the different indicators (citations and semantic proximities) reflect connections of different natures and must therefore be used jointly to study the impact paths of scientific results.

1. The CRISPR (Clustered Regularly Interspaced Short Palindromic Repeats) system makes it possible to correct or modify the expression of genes responsible for hereditary diseases. Messenger RNA (RiboNucleic Acids) are molecules responsible for transmitting information coded in the genome. Quantum cryptography is based on the transmission of qubits (elementary units carrying quantum information) generated randomly.

## INVESTMENTS IN DIVERSIFYING DATA SOURCES

On the occasion of the 2023 update of its publications database, the OST has expanded the corpus taken into account with publications from the Emerging Sources Citation Index (ESCI) of the source database, the Web of Science (WoS). This index includes a larger share of nationally distributed publications and includes in particular journals from the disciplines of Humanities and Social Sciences (HSS) or non-English-speaking disciplines. With this integration, the global corpus of 3 millions publications per year increases by almost 10%. Since the end of 2023, the OST has undertaken to measure the impact of this expansion of the global corpus on the indicators it calculates.

The OST accompanies the expansion of the coverage of its internal database by strengthening its approach to diversifying data sources. In 2023, efforts focused on the large-scale integration of data from the multidisciplinary open archive platform HAL and the

open bibliographic database OpenAlex into the OST information system. These sources are explored and mobilized according to the type and quality of the data they provide.

In 2023, data from the HAL platform was mobilized for various indicator reports. The exploration of OpenAlex allowed for discussions with counterparts about the technical difficulties remaining to be overcome and the prospects for exploitation. These are quickly becoming a reality as the bibliometric community interacts with Our Research, OpenAlex' designer. They are working on improving its reliability. In 2024, the OST is intensifying its discussions with its counterparts on database comparisons and strengthening its investments to be able to produce indicators with a good level of reliability from OpenAlex.

# PROMOTING SCIENTIFIC INTEGRITY

Scientific integrity is defined in the Research Code (Article L. 211-2) as « the set of rules and values that must govern research activities to ensure their honest and rigorous nature ». In accordance with Article L. 114-3-1 of the same code<sup>1</sup>, as the national observatory for the implementation of scientific integrity policies, the French Office for Scientific Integrity (OFIS) promotes the latter, ensures that it is taken into account in evaluations and contributes to the harmonization and pooling of practices in higher education and research institutions in this area.

1. [https://www.legifrance.gouv.fr/codes/article\\_lc/LEGIARTI000038588775/2023-01-18/](https://www.legifrance.gouv.fr/codes/article_lc/LEGIARTI000038588775/2023-01-18/).

## TROIS GRANDES MISSIONS CROISÉES : OBSERVATION, PRODUCTION DE RESSOURCES, ANIMATION ET PROSPECTIVE

Dans le cadre de la veille documentaire et institutionnelle qui lui incombe, l'Ofis a édité en 2023 dix bulletins « Recherche sur l'intégrité scientifique ». Disponibles en version française et en version anglaise, ils ont été abondamment diffusés via une formule d'abonnement et une mise en ligne sur le site web regroupant toutes les productions de l'Ofis.

Six numéros de l'« Infolettre » ont également été publiés. Cette revue bimensuelle lancée en 2022, ouverte à de nouveaux acteurs (sociétés savantes, syndicats, recherche privée, etc.) est dorénavant distribuée à plus de 500 abonnés. Parallèlement, outre la création d'un nouvel espace thématique dévolu à l'éthique, l'intégrité scientifique et la déontologie, une nouvelle série de contenus « L'Ofis fait le point » a été développée pour répondre aux principales questions relatives à l'intégrité scientifique, avec des fiches pratiques et des capsules vidéos. Enfin, le « Mémo d'aide à la désignation d'un référent à l'intégrité scientifique (RIS) » a été révisé et actualisé.

Pour renforcer les liens entre la recherche sur l'intégrité scientifique et ses activités, l'Ofis a recruté, à la rentrée 2023, un doctorant dans le cadre d'une convention de formation par la recherche en administration. Son travail de thèse porte sur une enquête épistémologique sur l'intégrité scientifique.

Tandis que les relations se formalisent et se structurent avec le RESeau INTégrité scientifique (RESINT), 177 RIS sont répertoriés par l'Ofis. Près de la moitié d'entre eux étaient d'ailleurs présents dans les locaux du Hcéres pour la rencontre annuelle qui s'est tenue le 23 novembre 2023, lors de laquelle a été présenté le contenu attendu des rapports bisannuels que les établissements transmettront à l'Ofis et au ministère de l'Enseignement supérieur et de la Recherche au premier semestre 2024. Les échanges ont également porté sur les possibilités de dépaysement dans une procédure d'instruction de manquement ou encore sur les acteurs à informer en cas de manquements avérés à l'intégrité scientifique.

### Rich and varied resources

#### In the news of 'l'Infolettre de l'Ofis'

- "Science ouverte, intégrité scientifique : les enjeux de 2023";
- "L'Inserm met l'intégrité scientifique à l'honneur";
- "ChatGPT, auteur de publication scientifique ?";
- Rétractation d'articles, la tendance à la hausse : une bonne chose ?";
- "Numéro spécial : rétrospective";
- "L'ANR renforce sa politique en matière d'intégrité scientifique".

#### 'L'Ofis fait le point'

- "L'auteur d'un signalement de manquement à l'intégrité scientifique peut-il être considéré comme un « lanceur d'alerte » ?";
- "Combien de référents à l'intégrité scientifique dans un établissement ?";
- "Quels sont les acteurs à informer en cas de manquements à l'intégrité scientifique avérée ?";
- "L'intégrité scientifique dans la loi".

## SCIENTIFIC INTEGRITY, A CHALLENGE FOR EVALUATION

Promoter of a shared culture of scientific integrity, which was the subject of an internal conference open to all Hcéres agents in November 2023, OFIS intervenes at two levels of the evaluation to:

- train and advise teams (scientific advisors, project managers, experts) within the framework of the procedure and the behavior to be adopted internally (vigilance, alert, sharing of information);
- train expert committees to enhance their consideration of scientific integrity in evaluations.

To this end, a «scientific integrity correspondent» has been appointed in each evaluation department. These correspondents also support OFIS' ongoing analysis of the consideration of scientific integrity issues in evaluation reports. They allow the team to collect qualitative data in addition to the biennial reports.

## STRENGTHENING INTERNATIONAL OPENNESS

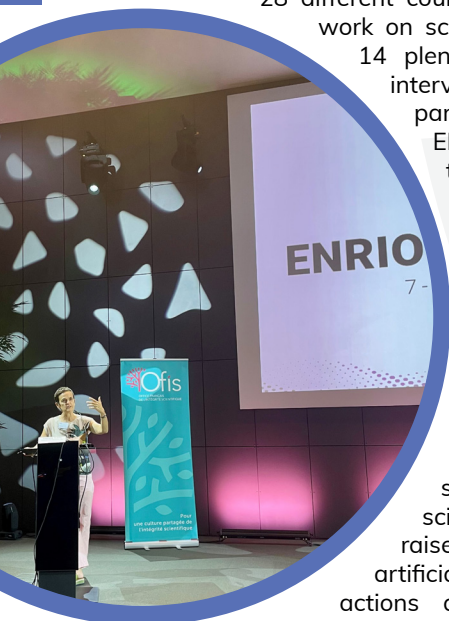
Ofis organized, in partnership with Sorbonne University, the second edition of the European Network of Research Integrity Offices (ENRIO) conference which took place on September 7 and 8, 2023. This event of the European network of scientific integrity offices brought together 230 people from 28 different countries to participate in the

work on scientific integrity during the 14 plenary interventions and 50 interventions in parallel sessions, panels and workshops. The ENRIO congress allows the organizing country to welcome its counterparts and to strengthen international cooperation in the field of scientific integrity. By highlighting topics for which a global approach is essential, such as the links between research and other components of society, scientific integrity and open science, or the new issues raised by the development of artificial intelligence tools, Ofis' actions and French actors were

granted more visibility in the 2023 congress, while stimulating peer exchanges. Besides, a pre-congress session initiated the first edition of a meeting between various consortia of European projects dedicated to scientific integrity, which aims to promote and perpetuate interactions between these projects.

Finally, OFIS is currently contributing to two European research projects:

- *Responsible Open Science in Europe (ROSIE)*, aimed at identifying new issues associated with open science practices;
- *Beyond Bad Apples: Towards a Behavioral and Evidence-Based Approach to Promote Research Ethics and Research Integrity in Europe (BEYOND)*, selected under the Horizon Europe call for projects, aimed at promoting a more holistic approach to promoting scientific integrity and preventing misconduct.



# COLLECTING AND PROCESSING DATA

An essential support service for processing information and documents during evaluations, the Digital and Data Department (DND) focuses the development of the information system on improving Hcéres' users experience. Driving procedures' simplification and guaranteeing the proper collection and correct use of data, the DND contributes to preserving all the existing data.

## STREAMLINING THE FLOW OF DATA FOR EVALUATION

Dialogue between entities is essential to simplify the collection of data useful for evaluation. To do so, Hcéres maintains and deepens discussions each year with all partners providing data examined by the experts' committees.

Research entities have widely adopted the online tool proposed by the High Council to extract their scientific productions referenced in the multidisciplinary open archive platform HAL<sup>1</sup>. Indeed, two thirds of the self-assessment files submitted for the wave D campaign included the tables produced «in one click» by this tool. Some institutions used this occasion to urge their research entities to adopt HAL, in order to both contributing to the opening up of open science and simplifying their evaluation. Thus, this tool's usefulness goes beyond the purely evaluative framework, as shown by the interest of the HAL user committee (CasuHAL), which asked Hcéres to present it at its last annual seminar.

In terms of data governance, Hcéres' membership in the Agency for the Mutualization of Universities and Higher

1. <https://monevaluation.hceres.fr/hal>.

Education Institutions (Amue) in 2023 underlines the gesture to consolidate the partnership renewed in 2022. It allows Hcéres to contribute directly to the expression of needs in terms of data to be provided during evaluations. In particular, Hcéres has approached the leaders of the SIROCCO community project, founded by nine institutions, supported by Amue and aimed at designing and manufacturing a decision-making information system (SID), including training. This SID is intended to be adaptable to the software bricks of Amue and the Cocktail Association, publisher of Information Systems (IS). By focusing on the data expected during the evaluation of training courses, SIROCCO ensures that it meets a common need expressed by entities. In addition, regular contacts with the National Research Agency (ANR) and the Bibliographic Agency for Higher Education have also led to the identification of complementary sources of data, respectively on projects funded at national level and theses.

## VALORIZATION OF DOCUMENTS AND DATA

The year 2023 marks the intensification of the use of text mining techniques and semantic analysis, whether in the analysis of evaluation reports or in the links between scientific publications and patents (carried out by the Observatory of Science and Technology - OST), like the extraction of opinions and recommendations from reports on new training offers. The transmission of documents to the Ministry of Higher Education and Research is now accompanied by a table that is more

1. <https://data.gouv.fr>.

easily exploitable by an IS. Hcéres also uses artificial intelligence (AI) techniques to speed up the written transcription of meetings. To support these new uses, Hcéres has equipped itself with a graphics processor, which can be activated on demand, more suited to these treatments than a conventional processor, and has deployed new data management platforms. In addition, in accordance with the open data policy, a first dataset was published on the French public data platform<sup>1</sup>.

This is the list of research entities evaluated in wave D. This list is the result of numerous interactions between the Research Evaluation Department (DER) and the supervisory institutions of the evaluated entities. Finally, the automation of the publication of evaluation reports

of institutions and training courses in the Database of External Quality Assurance Results (DEQAR)<sup>2</sup> maintains up to date this European database as part of Hcéres' membership in the European Quality Assurance Register for Higher Education (EQAR)<sup>3</sup>.

2. <https://www.eqar.eu/qa-results/search/by-institution/>

3. <https://www.eqar.eu/>

## DEMATERIALIZATION OF MANAGEMENT PROCESSES

The beginning of 2023 was marked by the call for applications for the recruitment of experts and its instruction carried out by the evaluation departments. A specific tool, developed by the DND teams, contributed to the efficiency of the processing of hundreds of applications and the integration of the recruited experts into the evaluation IS.

Drawing on its internal resources, Hcéres has also designed a tool to facilitate the management of accommodation and transport requests for experts as part of their evaluation mission. Deployed in the evaluation departments with the greatest needs, it has streamlined the processing of more than 2,000 requests. The data is gradually being transmitted automatically to the other information systems in this processing chain, relieving Hcéres permanent staff of repetitive data entry and increasing the information's quality.

2023 was also an opportunity to take over a «no code» platform to experiment with tools that are halfway between shared spreadsheets and ad hoc information systems. The conclusions of the experiments are positive and other functional areas will thus be equipped.

In addition, market software has been deployed to dematerialize the monitoring of professional interviews and training interviews for staff.

## DEVELOPMENT DIGITAL INFRASTRUCTURES' RESILIENCE AND SOBRIETY

In order to strengthen the security of information systems, Hcéres has raised awareness among all its staff, permanent agents and scientific advisors, of the risks related to their use and shared the best practices to follow. This approach consisted of a conference delivered by the National Agency for the Security of Information Systems (ANSSI) on the challenges of cybersecurity and the monitoring of a thematic course on the national Pix platform<sup>1</sup>.

At the same time, a policy of regular tests was defined with a view to verifying Hcéres' ability to restore information systems in the event of destruction. The first restoration test focused on the central information system of the evaluation and concluded positively.

To measure the level of availability of the websites and

web applications for users, monitoring and metrology tool is implemented. After nine months, the first measurements show a 24/7 availability rate of 99.91%.

Participating in the State's energy sobriety plan, Hcéres is committed to extending the lifespan of workstations. Reformed equipment is donated for reuse or recycling. Reducing the cost of data storage is also a fundamental area to make improvements. Work on files in shared directories and on databases' content has slowed the annual increase in the volume stored.

As part of the State's «Cloud at the Center»<sup>2</sup> policy and at the request of Hcéres, the Interministerial Digital Directorate (DINUM)'s team conducted a study on the feasibility of migrating to the various cloud providers.

1. <https://pix.fr/>

2. <https://www.numerique.gouv.fr/espace-presse/le-gouvernement-annonce-sa-strategie-nationale-pour-le-cloud/>



The level of pooling achieved in these data centers allows for improving their energy performance. Concrete

avenues were identified in 2023 and will be exploited from the beginning of 2024.

## TRAJECTORY FOR INFORMATION SYSTEMS

Increasing the visibility of reports on the Hcéres website remains an essential vector for improving their impact. To promote the integrated evaluation of an institution, its research entities and its training courses, navigation between the different reports will be made simpler. In addition, the relevance of the search engine will be improved. The accessibility of reports for people with disabilities will also improve. Hcéres will also ensure the redesign of the website of the Commission for the Evaluation of Management Training and Diplomas (CEFDG) to adapt it to its various interlocutors, in particular students and their families.

Discussions aimed at simplifying data collection during the evaluation of research entities happened with national research organizations (ONR). They could result in the development of a vademecum intended for unit directors and explaining how to extract data from the IS provided by the supervisory authority, or even how to produce automatic export functionalities. The interconnection of Hcéres internal management tools is continuing with a view to completely dematerializing the management of travel and expert's expenses. Significant progress on the processing time of files is expected. The development of dashboards integrating a multi-criteria analysis will provide the institution with more detailed information on

the distribution of expenses generated in order to better control them. The deployment of a human resources management portal for Hcéres permanent staff will also be completed in the first quarter of 2024.

The support for Hcéres employees in the practice of digital technology is reshaped and reflected in:

- regular internal training and workshops for initiation or in-depth use of software;
- awareness-raising on the protection of personal data via the Pix platform;
- access to a digital assistance desk allowing requests to be made, their completion monitored and online content to help them get familiar with the available digital services.

Faced with the diversification of communication channels and the intensification of their use, Hcéres plans to move away from the multiple tools currently in place to adopt a unified communication solution. This platform will offer continuous use between email, instant messaging, videoconferencing and softphony<sup>1</sup> to facilitate permanent agents' and scientific advisors' daily life.

1. Softphony is a mobile solution where one can make calls from a computer using an internet connection.

# MOYENS



# HUMAN RESOURCES

Four main types of positions are mobilized by Hcéres: scientific positions and support positions for conducting evaluations, specialized positions in data collection and management or scientific integrity, as well as classic support positions of a public administration.

## SCIENTIFIC STAFF

While scientific positions can be exercised as a primary activity (with full-time staff at Hcéres), they are mostly exercised as a secondary one.

Indeed, apart from retired researchers or teacher-researchers, the staff in question have a primary employer and are « delegated » to Hcéres, as scientific advisors are, or they cumulate activity for scientific mission managers. The experts within the evaluation committees also have an activity elsewhere and are hired on an ad hoc basis.

All part-time or occasional collaborators receive an allowance and benefit for the most part, in the case of scientific advisors, from a service and teaching release. An increase in the compensation paid to experts, provided for by a decree and an order from

December 20, 2022<sup>1</sup> – the last decree and order dating from 2015 – was put in place in 2023 to take inflation into account and better take into consideration the functions of president and vice-president of the expert committee, as well as to come closer to the practices of partners in this area.

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1. Decree No. 2022-1593 of December 20, 2022 amending Decree No. 2015-1143 of September 15, 2015 establishing compensations that may be allocated to certain staff and collaborators of the High Council for the Evaluation of Research and Higher Education. Order of December 20, 2022 amending the order of September 15, 2015 setting the amounts of compensation that may be allocated to members of the council and certain staff of Hcéres.

## PERMANENT ADMINISTRATIVE AND TECHNICAL STAFF

Hcéres has permanent administrative and technical staff with varied profiles and tasks.

The evaluation support positions bring together permanent staff, whose former titles (project managers, study managers, evaluation managers, administrative management managers) were standardized - in connection with a reclassification of positions - in 2022. The positions of bibliometer and data science engineer are most common today at the Observatory of Science and Technology (OST). Other positions continue to be developed, particularly in terms of scientific integrity.

The support positions within Hcéres are partly specific: the volume of evaluations, the number of trips to be organized, reports to be produced, etc. mean that certain activities are carried out on an industrial scale, to process large flows, rationalize the production or transmission

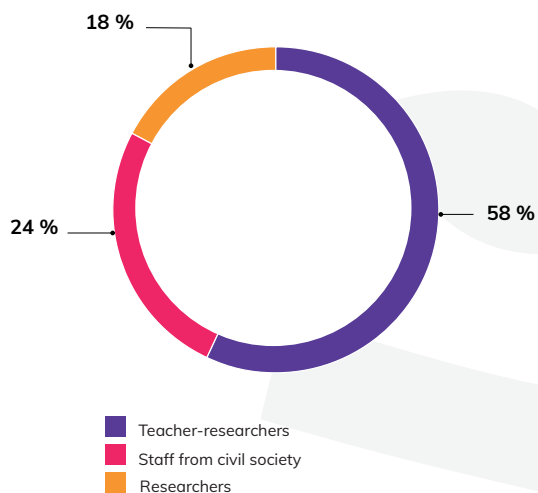
chain, and dematerialize procedures. These activities, which may be present in other public administrations, are the subject of particular attention at Hcéres given the volumes and issues.

In 2023, the permanent workforce stood at 117.75 annual full-time equivalents worked (FTE), for an authorized employment ceiling of 124. This gap is explained by recruitments that occurred late, in the second half of 2023, but which will weigh on a full-year basis in 2024.

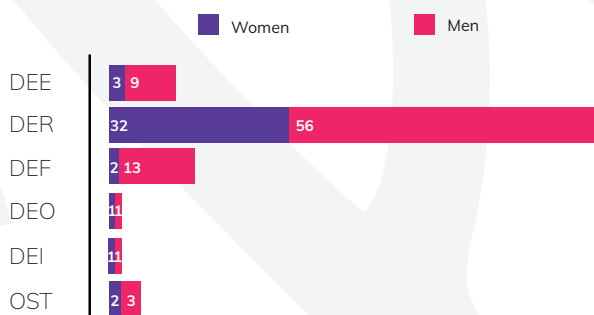
## 124 SCIENTIFIC STAFF\*

Data for the 2022-2023 academic year

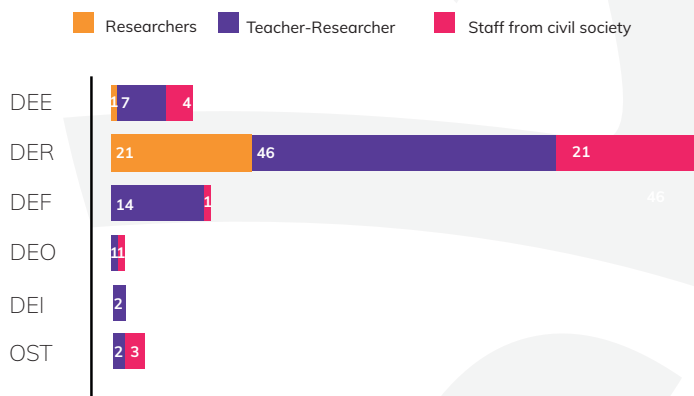
### SHARE OF SCIENTIFIC ADVISORS (% PHYSICAL PERSONS) BY PROFILE



### SHARE OF SCIENTIFIC ADVISORS (PHYSICAL PERSONS) BY DEPARTMENT AND BY GENDER



### SHARE OF SCIENTIFIC ADVISORS (PHYSICAL PERSONS) BY DEPARTMENT AND BY PROFILE

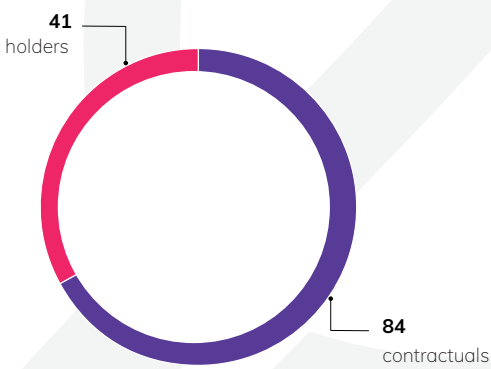


\* Teacher-researchers in charge of any department's management and advisors responsible for a specific mission are not included in the data showcased on these graphs.

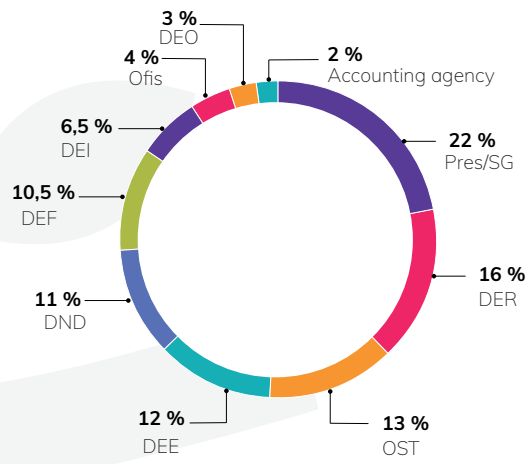
# 125 ADMINISTRATIVE AND TECHNICAL STAFF

Data for the 31<sup>st</sup> December 2023

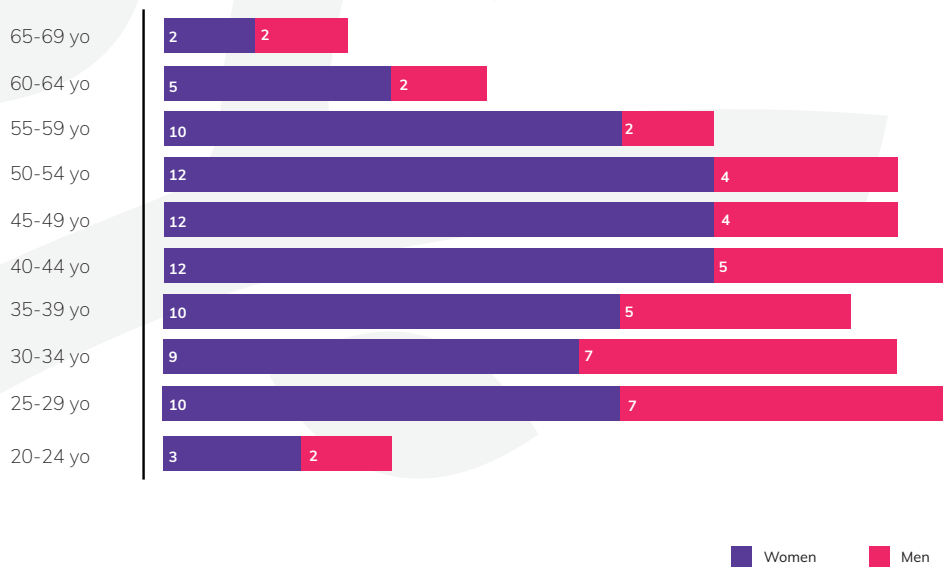
SHARE OF ADMINISTRATIVE AND TECHNICAL STAFF (PHYSICAL PERSONS) PER STATUS



SHARE OF ADMINISTRATIVE AND TECHNICAL STAFF (PHYSICAL PERSONS) PER DEPARTMENT



SHARE OF ADMINISTRATIVE AND TECHNICAL STAFF PER AGE AND GENDER



Women Men

## THE CHALLENGE OF ATTRACTIVENESS, OPENNESS AND SOCIAL DIALOGUE

Faced with a triple requirement – meeting skills needs, positioning itself on a competitive job market and adapting to new forms of exercising professional activity, in particular remote work– the High Council must consolidate its recruitment and staff retention policy.

Thus, in 2023, Hcéres chose to disseminate, in parallel with the public service platform, its job offers through the “Public Profile” site but also via its LinkedIn pro account. In addition, it participated in October in the first edition of the Inter AAI/API Mobility Forum, which welcomed many agents seeking information on the professions and opportunities available to them among the 18 independent administrative or public authorities represented. Furthermore, aware of the importance of this diversity and the challenges of transformation, Hcéres has undertaken work on several fronts, in particular with the staff representatives elected during the vote of 8 December 2022 within the Social Administration Committee (CSA) and the Joint Consultative Commission (CCP).

In addition to the regular meetings of the bodies, joint working groups, bringing together representatives of the administration, supervisors, agents and staff representatives, have been set up in order to discuss issues of interest to all Hcéres employees:

- regulations and regulatory obligations;
- health, hygiene, prevention, safety and quality of life at work;
- internal communication and the work collective;
- the organisation of departments and services;
- jobs, skills, training and careers.

### The meetings of the social administration committee for the year 2023

16<sup>th</sup> February and 19<sup>th</sup> April

- Internal regulation of the CSA;
- Results of the consultation of agents by the staff representatives;
- Appointment of Hcéres referents;
- Single document for the assessment of professional risks (DUERP);
- Note relating to teleworking;
- Creation of an internal conciliation commission representing Hcéres holders (assigned and seconded);
- Procedure relating to the collection of reports.

6<sup>th</sup> July et 27<sup>th</sup> September

- Working groups (information and internal communication and forward planning of staff, jobs and skills – GPEEC);
- Progress report on the Gender Equality Plan;
- End-of-year compensation system for Hcéres staff;
- Compensation for hours worked on an occasional basis;
- Single social report (RSU) 2022;
- Reorganization of the travel-missions function within Hcéres.

8<sup>th</sup> November et 22<sup>nd</sup> December

- Single social report (RSU) 2022;
- Health and safety at work;
- Regulation of Hcéres services;
- Training report 2022-2023 ;
- Training plan 2023-2024 ;
- Choice of preventive medicine provider.

Finally, the dialogue with staff is extended through:

- the support offered by the Hcéres referents, who were appointed in 2023: disability referent, equality referent, reporting manager, secularism officer,

The disability officer promotes integration and retention in employment and supports Hcéres employees with disabilities throughout their careers.

The equality officer contributes to the inventory and diagnosis of the professional equality policy and supervises the creation and monitoring of the Professional Equality between Women and Men plan.

The reporting manager listens to employees with information (for example, concerning a crime, an offence, a threat or other reprehensible events), guarantees its confidentiality and, where appropriate, its support.

The secularism officer raises awareness and advises Hcéres

- person responsible for access to administrative documents (PRADA) and ethics officer<sup>1</sup>;
- the renewal of the monthly Newsletter;
- the organization of friendly events.

employees and management on the implementation of the principle of secularism. She organized the Secularism Day of December 9, 2023 in the form of a quiz in which 33% of employees participated.

The person responsible for access to administrative documents (PRADA) is the correspondent of the Commission for Access to Administrative Documents (CADA) in the context of the communication of documents.

The ethics officer provides advice and assistance to Hcéres employees and experts, as well as to its management, with regard to compliance with the rules of ethics

### The main collective moments of the year 2023

- **Internal conferences**  
(October 5, November 9 and December 13, 2023)

The aim is to enable staff to benefit from continuing education as part of their professional activity, to familiarize themselves with the practices of their colleagues and to better understand the missions and values of Hcéres.

Three topics were addressed in 2023:

- perspectives on the autonomy of higher education institutions;
- scientific integrity;
- the evolution of relations between organizations and research and universities and the evaluation of the CNRS.

The first conference of 2024 will be devoted to artificial intelligence (AI).

- **Welcome days for new agents**  
(May 30 et November 28, 2023)

Presentation of activities, exchanges via speed-dating and fun moments (icebreaker).

- **Internal reflexion seminar**  
(June 8, 2023)

Feedback from wave C of evaluation and proposals for improving procedures.

## PERSONNEL EXPENSES

In 2023, personnel expenses represented nearly 62% of Hcéres expenses. There are 3 main items:

- payroll for administrative and technical staff;
- allowances paid to directors on delegation,
- scientific advisors, members of the college and experts;
- social action and preventive medicine.

	Initial budget 2023 (in payment appropriations)	Execution 2023 (in payment appropriations)
Treatment of permanent staff*	8 800 000 €	9 114 766 €
Compensation of scientific advisors*	1 300 000 €	1 627 862 €
Compensation of experts and members of the college*	3 360 000 €	3 987 101 €
Social action and preventive medicine	140 000 €	134 732 €
Total	13 600 000 €	14 864 461 €

\*in costs charged and payroll tax included.

In order to explain the increase compared to 2022, one needs to combine new compensation scales for experts, team size's increase, the various new social measures, such as the revaluation of the index point in July 2022 and July 2023 and the increase in

transport reimbursement rates. At the same time and mechanically, the payroll tax has thus been increased. Finally, Hcéres has chosen to offer its permanent staff extended medical examination slots as part of preventive medicine and introduced meal vouchers.

## HUMAN RESOURCES TRAJECTORY

For the year 2024, Hcéres has obtained a job ceiling of 128 ETPT and a number of 130 full-time equivalents (FTEs) as of December 31. This increase in FTEs compared to 2023 (+4) will make it possible to continue the development of skills, both in the core positions of evaluation and in certain support positions, as well as the development of new missions or the management of the transfer of responsibilities following the inclusion of the Commission for the Evaluation of Management Training and Diplomas (CEFDG) since the end of 2022 in the High Council's staff (4 FTEs as of January 31, 2024).

The rationalization of the organization continues with the implementation of a human resources information and management system (HR IS) and the creation of a single portal for managing expert missions. The High Council will continue to improve the skills of its teams and their acculturation in 2024 and in the years to come with an increased effort that will be focused on professional training.

In order to best welcome new recruits and maintain a good quality of life at work for its agents, Hcéres has launched several projects with the aim of developing its HR and internal communication tools (development of a welcome booklet, creation of a newcomer pathway, etc.).

Furthermore, the efforts made in 2023 to train and raise awareness among staff, at all levels, in the fight against sexist and sexual violence and the fight against discrimination will be consolidated, in particular with a view to developing the High Council's first Gender Equality Plan.

Of course, these objectives cannot be achieved without constant local work with the teams and the continuation of an ambitious and demanding social dialogue with staff representatives.

# BUDGET

As a fully-fledged independent public authority (API) since 1 January 2022, Hcéres drafts and adopts its own budget. Its resources come from two programmes within the State budget: programme 150 (“higher education and university research”), which represents the main share, and programme 172 (“multidisciplinary scientific and technological research”).

## INCOMES

In 2023, Hcéres received a grant from the State of €21,458,580 (€20,300,000 on budget program 150 and €1,158,580 on program 172). The latter constituted more than 94% of its resources.

The High Council also benefited from its own revenues, amounting to €1,232,856 in 2023, thanks to the

evaluation services for which it is directly requested (in France or internationally) and which it invoices to the sponsoring entities, public or private. From June 2023, it also sublet nearly 300 m<sup>2</sup> to another public entity, after agreement from the owner and validation of the operation by the State Real Estate Directorate (DIE).

## SPENDINGS

	Initial budget 2023 (in payment appropriations)	Execution 2023 (in payment appropriations)
Personnel expenses (including CAS pensions)	13 600 000 €	14 864 461 €
Other operating expenses	10 176 000 €	9 181 901 €
Capital expenditure	60 000 €	38 581 €
Total	23 836 000 €	24 084 943 €

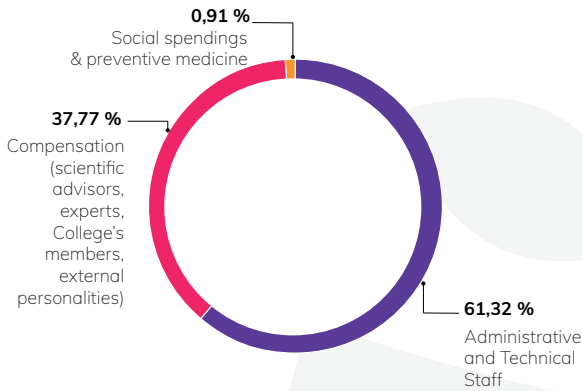
Operating expenses represented 38% of Hcéres' total expenses in 2023.

34% of the operating budget was devoted to real estate (rent, cleaning and charges).

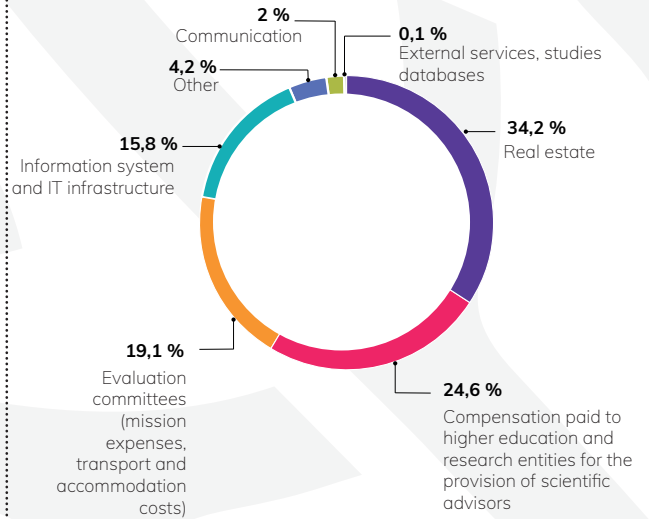
The other major expenditure items for Hcéres are the compensation paid to higher education and research

institutions for the provision of scientific advisors, and expenses related to digital technology. Similarly, since travel for the evaluation committees of waves C and D took place at the same time as the Rugby World Cup in the fall, expenses were relatively high.

### TYPOLGY – SHARE OF STAFF COSTS



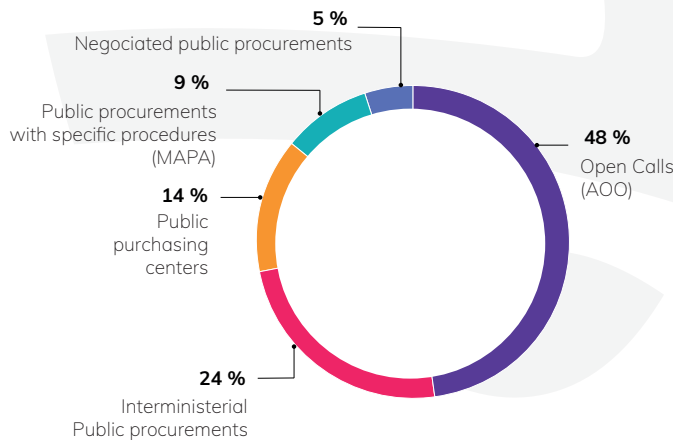
### SHARE OF OTHER OPERATING EXPENSES IN 2023 (IN PAYMENT CREDITS)



For several years now, Hcéres has increasingly pooled its purchases (by paying regular membership to purchasing groups or making use of public purchasing centers).

Typology – public procurement's share currently being executed at Hcéres below :

### PUBLIC PROCUREMENTS > 40 000 € (2023)





## FINANCIAL TRAJECTORY

The transition to API status, the expansion of activities, the general increase in goods' and services' prices and the various social measures have weighed on Hcéres' expenses. Their growth will have to be contained and particular attention will be paid to developing its own resources.

Thus, rationalization efforts will have to be made on major expenditure items, first and foremost premises. From 2025, Hcéres will change location, after the end of the lease for the current premises. At the end of a temporary establishment period, a new location in smaller spaces will bring the real estate budget back to sustainable ratios.

Also, the increased dematerialization of processes and the use of available internal resources will limit expenses for digital technology. In addition, savings can be made on data storage thanks to a better management strategy or by falling back on open source solutions to moderate software licensing costs. Finally, jointly with the savings that will be made, the development of own resources, in particular through services invoiced to other entities, will also be, for Hcéres, a leverage that will ensure the sustainability of its budget and of carrying out its projects.



## Glossary

### A-B

AAI	Autorité administrative indépendante
ADUM	Accès doctorat unique et mutualisé
AERES	Agence d'évaluation de la recherche et de l'enseignement supérieur
Amue	Agence de mutualisation des universités et des établissements d'enseignement supérieur
ANR	Agence nationale de la recherche
ANSSI	Agence nationale de la sécurité des systèmes d'information
ANVUR	<i>Agenzia nazionale di valutazione del sistema universitario e della ricerca</i> (Italie)
AP-HM	Assistance publique – Hôpitaux de Marseille
AP-HP	Assistance publique – Hôpitaux de Paris
API	Autorité publique indépendante
AQAS	<i>Agentur für Qualitätssicherung durch Akkreditierung von Studiengängen</i> (Allemagne)
ARACIS	Agence roumaine d'assurance qualité pour l'enseignement supérieur
ARS	Agence régionale de santé
ASN	Autorité de sûreté nucléaire
AVUF	Association des villes universitaires de France
BEYOND	<i>Beyond Bad Apples : Towards a Behavioral and Evidence-Based Approach to Promote Research Ethics and Research Integrity in Europe</i>
BFUG	<i>Bologna follow-up Group</i>
BUT	Bachelor universitaire de technologie

### C

CADA	Commission d'accès aux documents administratifs
cAsuHAL	Comité utilisateur de HAL (Hyper Article en Ligne - portail d'archives ouvertes)
CCESP	Comité consultatif pour l'enseignement supérieur privé
CCP	Commission consultative paritaire
Cdefi	Conférence des directeurs des écoles françaises d'ingénieurs
CDEFM	Conférence des directeurs des écoles françaises de management
CEA	Commissariat à l'énergie atomique et aux énergies alternatives
CEFDG	Commission d'évaluation des formations et diplômes de gestion
CEREN	Centre de recherche sur l'entreprise
CGE	Conférence des grandes écoles
CHU	Centre hospitalier universitaire
CIC	Centre d'investigation clinique
Cirad	Centre de coopération internationale en recherche agronomique pour le développement
Cnes	Centre national d'études spatiales
CNOUS	Centre national des œuvres universitaires et scolaires
CNRS	Centre national de la recherche scientifique
COMP	Contrat d'objectifs, de moyens et de performance
CONICET	Conseil national de la recherche scientifique et technique (Argentine)
CoNRS	Comité national de la recherche scientifique placé auprès du CNRS
CP-CNU	Commission permanente du Conseil national des universités
CSA	Comité social d'administration

CSO	Centre de sociologie des organisations
CSS	Commissions scientifiques spécialisées
CTI	Commission des titres d'ingénieur
CY	Cergy Paris Université

## D

DD&RS	Développement durable et responsabilité sociétale
DEE	Département d'évaluation des établissements
DEF	Département d'évaluation des formations
DEI	Département Europe et International
DEO	Département d'évaluation des organismes
DEQAR	<i>Database of External Quality Assurance Results</i>
DER	Département d'évaluation de la recherche
DEUST	Diplôme d'études universitaires scientifiques et techniques
DFA	Diplôme de formation approfondie
DFG	Diplôme de formation générale
DGESIP	Direction générale de l'enseignement supérieur et de l'insertion professionnelle (MESR)
DGOS	Direction générale de l'offre de soins (ministère de la Santé et de la Prévention)
DGRI	Direction générale de la recherche et de l'innovation (MESR)
DIE	Direction de l'immobilier de l'État
DINUM	Direction interministérielle du numérique
DNA	Diplôme national d'art
DND	Département du numérique et des données
DNSEP	Diplôme national supérieur d'expression plastique
DUERP	Document unique d'évaluation des risques professionnels

## E

ECA	<i>European Consortium for Accreditation in Higher Education</i>
EESPIG	Établissement d'enseignement supérieur privé d'intérêt général
ENQA	<i>European Association for Quality Assurance in Higher Education</i>
ENRIO	<i>European Network of Research Integrity Offices</i>
ENSISA	École nationale supérieure d'ingénieurs Sud-Alsace
EPE	Établissement public expérimental
EQAR	<i>European Quality Assurance Register for Higher Education</i>
ERC	<i>European Research Council</i> – Conseil européen de la recherche
ESCI	<i>Emerging Sources Citation Index</i>
ESITC	École supérieure d'ingénieurs des travaux de la construction
ESR	Enseignement supérieur et recherche
ETP	Équivalent temps plein
ETPT	Équivalent temps plein annuel travaillé
EUniQ	Projet pour un référentiel d'évaluation européen des Alliances

## I-J-K-L

IA	Intelligence artificielle
Ifremer	Institut français de recherche pour l'exploitation de la mer
IFSI	Instituts de formation en soins infirmiers
IGAC	Inspection générale des affaires culturelles
IGÉSR	Inspection générale de l'éducation, du sport et de la recherche
IHU	Institut hospitalo-universitaire
Inalco	Institut national des langues et civilisations orientales
Ineris	Institut national de l'environnement industriel et des risques
INQAAHE	<i>International Network for Quality Assurance Agencies in Higher Education</i>
INRAe	Institut national de recherche pour l'agriculture, l'alimentation et l'environnement
Inria	Institut national de recherche en sciences et technologies du numérique
INSA	Institut national des sciences appliquées
Inserm	Institut national de la santé et de la recherche médicale
IPERU	Indicateurs de production des établissements de recherche universitaire
IPP	Institut des politiques publiques
IRD	Institut de recherche pour le développement
IRSN	Institut de radioprotection et de sûreté nucléaire
LPR	Loi du 24 décembre 2020 de programmation de la recherche pour les années 2021 à 2030

## M-N

MESR	Ministère de l'Enseignement supérieur et de la Recherche
NTE	Nouvelles Technologies de l'Énergie

## O-P-Q

OES	Observatoire de l'enseignement supérieur
Ofis	Office français de l'intégrité scientifique
ONR	Organismes nationaux de recherche
OST	Observatoire des sciences et techniques
PIA	Programme d'investissements d'avenir
PNMR	Plan National Maladies Rares
PRADA	Personne responsable de l'accès aux documents administratifs
QAN	<i>Quality audit network</i>

## R-S-T

RGPD	Règlement général sur la protection des données
RH	Ressources humaines
RIS	Référent à l'intégrité scientifique
RESINT	RESeau INTégrité scientifique
ROSIE	<i>Responsible Open Science in Europe</i>

RSU	Rapport social unique
SGPI	Secrétariat général pour l'investissement
SHS	Sciences humaines et sociales
SI	Système d'information
SID	Système d'information décisionnel
SIES	Systèmes d'information et d'études statistiques (sous-direction du MESR)
SI RH	Système d'information et de gestion des ressources humaines

#### U-V

Udice	Universités de recherche françaises
UKÄ	Swedish Higher Education Authority
UMR	Unité mixte de recherche
UNEF	Union nationale des étudiants de France
UniCA	Université Côte d'Azur
UPHF	Université Polytechnique Hauts-de-France
VSS	Violences sexistes et sexuelles

#### W-X-Y-Z

WoS	Web of Science
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