

# The University of Lorraine as a case study of universities merging

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The original university organisation  
in Lorraine



# Universities in Lorraine

## ■ Nancy:

- ◆ Creation of the university in 1572 (Art, Theology, Medicine and Law)
- ◆ 1850 → 1968: 4 faculties (law, medicine - pharmacy, sciences, humanities) and 6 engineering schools, 1 school of management and 3 schools independent of the university (forestry, architecture, arts)

# Universities in Lorraine (3 in Nancy)

- Nancy: 1970 → 2008 : Creation of 3 «real» universities (public institutions, legal personality)
  - Henri Poincaré, Nancy1: sciences, technology (including 3 engineering schools), health. 19 000 students, 3 000 staff including 1 500 academics
  - Nancy 2: humanities, law, economy, management. 18 000 students, 1 300 staff including 650 academics
  - INPL: 7 engineering schools, 3 500 students. 1 100 staff including 650 academics

# Universities in Lorraine ( 1 in Metz)

- Metz (60 km from Nancy):
  - → 1970 A branch of the Strasbourg university
  - 1970 → 2008 : new university, comprehensive (but without health sciences), no school within the university, 14 000 students

# Universities in Lorraine (1970 → 2004)

- ◆ Facets of competition :
  - ◆ Creation of new study programmes leading to redundancies, especially between Nancy and Metz
  - ◆ Access to same regional funding sources
- ◆ But also aspects of cooperation :
  - ◆ In Nancy: many research labs are shared
  - ◆ Graduate schools (écoles doctorales) created in 1999 : 7 out of 8 are shared by the 4 universities
  - ◆ In 2004 : shared willingness to make more coherent the education curricula

# Why an unique university in Lorraine ?

- ◆ To face as one university the national, European and international competition
- ◆ To enhance recognition, reputation, attractiveness
- ◆ To promote regional economic and social development ( Lorraine being in trouble from an economical and demographical point of view)
- ◆ To increase responsiveness based on different SWOT analyses (demography, economic context, competition...)



# Objectives

- ◆ To develop a full comprehensive university, associating engineering and academic domains, with two missions :
  - ◆ International excellence
  - ◆ Territorial excellence
- ◆ To reinforce visibility, transparency and attractiveness both for education and research
- ◆ To enhance the efficiency
- ◆ To increase critical mass and scientific impact
- ◆ To share, merge and reinforce services and activities in order to do more, better and faster
- To coordinate and develop ambitious strategies

# A series of steps

- ◆ Implementing a coordinated 4-year contract with the state in 2005-2008 focused on a common research strategy at regional level
- ◆ A joint project to answer to the “campus call for project” (2008)
- ◆ Creation of the PRES of “the University of Lorraine” (2 steps : 2007 and 2009)

# Identification of locking risk

- ◆ Many fears :
  - ◆ From the scientific communities (e.g. humanities)
  - ◆ From various people (many administrative staff)
- ◆ Will not lose any privileges/rights (engineers, lawyers, doctors ..)
- ◆ Willingness to respect the territorial balances
- ◆ Oppositions between various visions of the university

# Cautious approach, progressive and sustained (1)

- ◆ Study the conditions for merging into a new university : wich kind of organisation and governance ?
- ◆ Need to derogate with the general law (LRU) partially should be taken into consideration
- ◆ Reminding of this project is not imposed by either the government or by the communities

# Cautious approach, progressive and sustained (2)

- ◆ Design principles :
  - ◆ Assume and manage internal diversity
  - ◆ Proximity
  - ◆ Territoriality
  - ◆ Accountability
  - ◆ Internal coherence
  - ◆ Subsidiarity
  - ◆ Quality of services
  - ◆ Reactivity
  - ◆ Academic collegiality and democracy

## Cautious approach, progressive and sustained (3)

- ◆ To elaborate an original university model
- ◆ To involve many faculties and staff members :
  - ◆ The 4 councils of the existing universities
  - ◆ A steering group with the 4 university presidents
  - ◆ A lot of working groups :
    - ◆ Governance and organisation
    - ◆ Human resources
    - ◆ Research
    - ◆ Education ...
  - ◆ Many discussions with the community
  - ◆ Communication with stakeholders and ministry

## Cautious approach, progressive and sustained (4)

- ◆ In January 2010 : transition from the “mode hypothesis” to the “mode project”, with a retro schedule leading to January 1<sup>st</sup> 2012
- ◆ Prepare the merging
  - ◆ Future administrative organisation
  - ◆ New rules
  - ◆ Process to follow the evolution

# Elaboration of an original university model



# Let's recall : Overall Figures

- **Students**

- Bachelor : 29 500
- Masters : 15 700
- Engineers : 3 500
- PhD : 1 800
- Others : 3 000

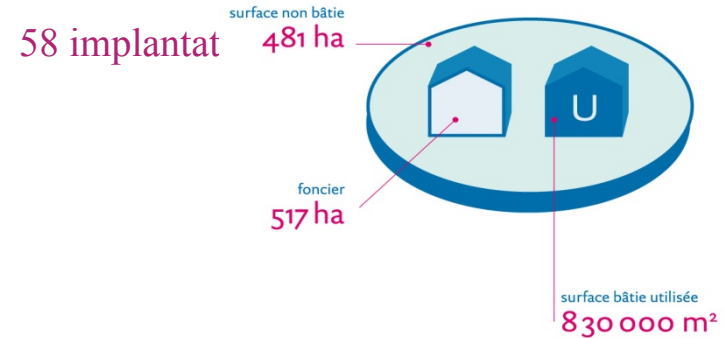
- **staff :**

- Academic and teachers : 3721
- Administrative and technical : 3064

# Let's recall : Structuration

## •46 internal components : Real Estate :

- 10 Engineers Schools
- 8 Polytechnics
- 28 Faculties
- 



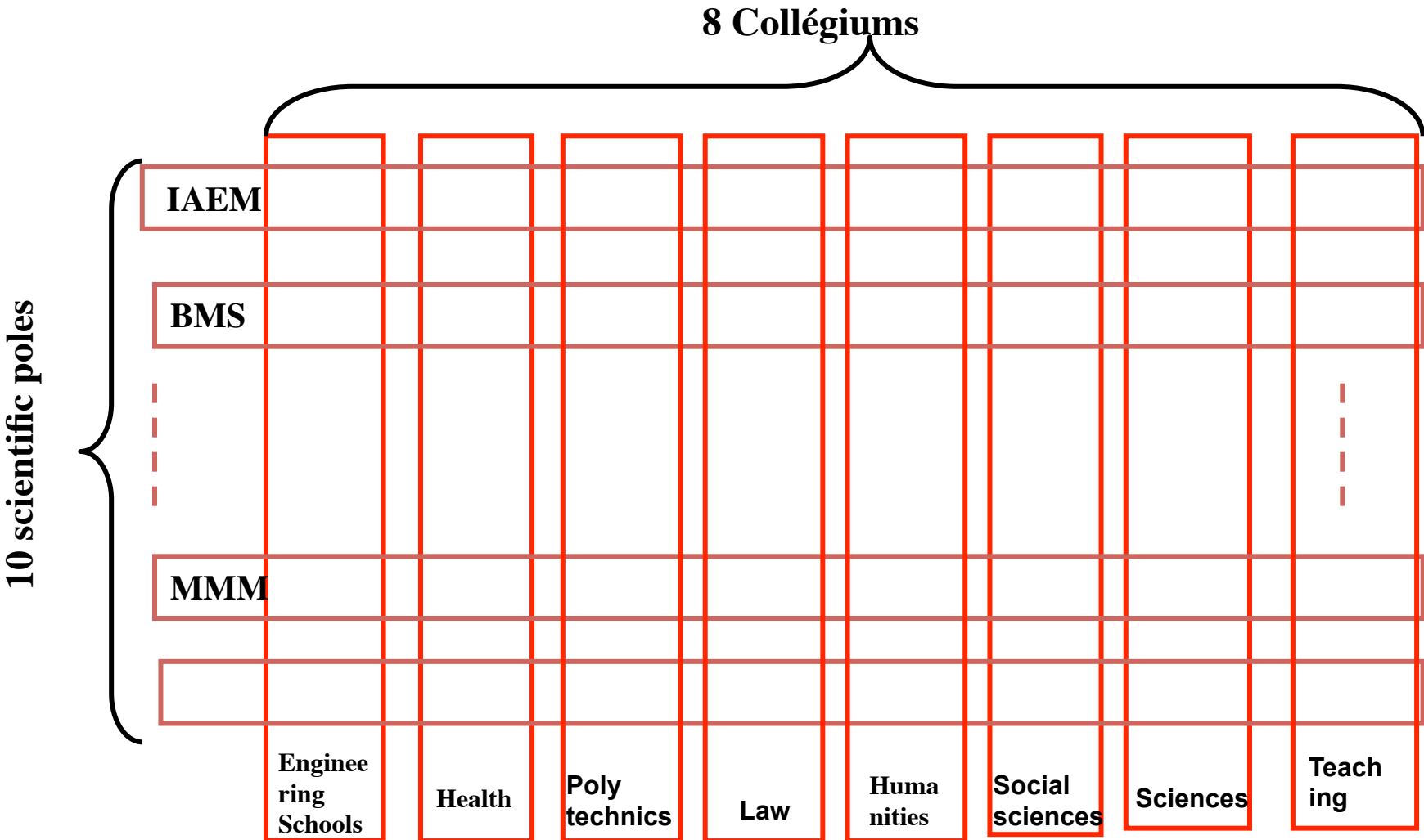
## •Research and Doctoral studies :

- 65 labs organized in 10 scientific domains
- 8 Graduate Schools
- 
-

# First organisational principles

- With 45 faculties, Engineer Schools and Polytechnics; and about 65 labs it was decided :
  - To accept, but not to oblige the fusion of such internal structures : more precisely, the fusion should not directly modify the basic structures of the university (if they don't want to do)
  - To introduce an intermediate structuration in order to be able to manage such number of basic components :
    - **The collegiums**, grouping faculties, polytechnics and/or Engineers Schools
    - **The Scientific Poles**, grouping labs

# A Two dimensional organisation



# Collegium

- ◆ Beyond the simple coordination and harmonization, it has a decisive role
- ◆ It allocates resources (jobs, credit) that are assigned among its constituents, maintaining its own share of budget
- ◆ It approves agreements and conventions to matters that concern them
- ◆ Administrative services remain light. It is based on platforms of site administrative and financial

# The 8 Collegiums

- Engineering Science
- Technology
- Health
- Sciences
- Law, Economy, Management
- Arts, Humanities, Languages
- Social Sciences
- Interface

# The 10 Scientific Poles

- A2F : Agronomy, Agribusiness Forest
- BMS : Biology, Medicine, Health
- CLCS : Knowledge, Language, Communication, Companies
- CPM : Chemistry and Molecular Physics
- EMPP : Energy, Mechanics, Processes, Products
- GSC : Geosciences
- IAEM : Computer Science, Control, Electronics and Mathematics
- M4: Material, Materials, Metallurgy, Mechanics
- SJPEG : Legal Science, Policy, Economics and Management
- TELL : Time, Space, Literature, Languages

# Central Organisation

- Board :

President, Vice presidents, heads of the collegiums and of the scientific poles

- Administration Council

- Research Council

- Education Council

- Council of the university life

- Senate



# Merging process

- Huge converging process (through working groups):
  - On jobs
  - On Human Resources Management (work time, bonus, statutes ..)
  - Tools (information system)
  - Administrative organisation
  - Should be followed in 2012 and more

# Agenda (1)

- September 2008 : first steps
- January 26th 2011 : affirmative vote of the 4 administration councils
- July 26th 2011 : Positive opinion of the State Council
- September 24th 2001: publication of the decree creating the Université de lorraine
- October 2011 : Provisional President, provisional council
- January 1<sup>st</sup>, 2012 : the Université de Lorraine, is the single university in Lorraine
- January, February, ...May : elections

# Three Years Later

# The long way to successful merger (1)

- Re-organization of the administrative and support services by merging the former ones (more than 1000 peoples involved)
  - Choosing geographical localizations)
  - Many human troubles (new working methods, new geographical localization etc.)
  - Choosing the heads (!!)
  - New information system, trying to avoid to losse the former data
  - Etc.
- Alignment bonus plan
- Management of the wide geographical implantations

## The long way to successful merger (2)

- To define practically the real subsidiarity between the 3 levels of structuration (university, collegiums and poles, faculties and labs)
- To define practically the relationships management between collegium and poles

# The long way to successful merger (3)

- During this time :
  - Continuation of the main activities (teaching, research, technology transfer etc.)
  - Setting up new relationships with stakeholders and partners (at different scales)
  - Preparing responses to new calls for projects, particularly in the context of French excellence initiatives

By way of a conclusion

# Some remarks on the process

- Summon up all Presidents' energy on political project and on arbitration on organisation
- Fears of various members of the Academic communities (Fears of changing even if a lot guarantees have been given)
- Complex process, risk of major deadlocks several times (sit-in in the Management board, National Council of the universities, appeals from the students against the decree, appeals against elections)
- A lot of supports :
  - Local/ regional Authorities
  - Ministry
  - EPST (RTO)
- Demand to slow down the process but the Agenda has been respected



## To go deeper

- Chapter 11 in :

[http://link.springer.com/book/  
10.1007/978-3-319-13135-1](http://link.springer.com/book/10.1007/978-3-319-13135-1)

Thank You

Dziękuję

Merci