Creating the Future
Pierre and Marie Curie University

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Balancing Between Stakeholders at Local & Global Levels

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6th International Conference on World-Class Universities (WCU-6)
1-4 November, 2015 Shanghai, China
Looking for Consensus: Criteria

- **Established Criteria**
  for scientific and medical research
  - Global activities for centuries
  - International publications & awards
  - General consensus on indicators

- **Uncertain Criteria**
  for research in humanities, technology transfer
  or for education
  - Depends on language and culture
  - Closely connected to stakeholders’ agenda
  - May change depending on tools of assessment
Looking for Consensus: Indicators

- **Criteria for Stakeholders**
  - Teaching many to increase overall skill of the workforce or training only elites?
  - Local government has a geographical focus

- **Criteria subject to Policies and Context**
  - Comparing apples and oranges: students *selected by* or *assigned to* a university?
  - Graduate premium impact tied to the specific job market

- **Perception and Visibility**
  - Established for years? Decades? Centuries?
  - Ability to communicate locally and internationally
  - Relevance of the disciplines in the university to the different stakeholders
A Story of Two French Systems

A two-component system of higher education in France

- **Universities**
  - Large enrollment with no selection
  - A broad range of disciplines across the universities
  - Education and research
  - Visible in international rankings, such as ARWU

- **“Grandes écoles”**
  - Small and highly selective enrollment
  - Restricted to engineering, management and political sciences
  - Teaching including executive teaching but very little research
  - Almost invisible in international rankings such as ARWU!
  - But a high percentage of graduates as CEOs in the Fortune 500!
Added Value & Impact of Education

- A Bigger Impact at the Beginning of a Career
  - In areas of high unemployment, there is a new criteria of employability

- Educating Future Industry Leaders and Academic Officials
  - Better data on career advancement needed to use as an indicator
  - Strategy needed to prepare PhDs for a future as researchers or in industry
Impact & Added Value of Research Results on Society

- **University/Industry Partnerships**
  - Perceived performance and visibility often depends on press coverage and partnering with high-profile companies
  - Choose industry partners based on real university missions not indicators

- **Intellectual Property & Technology Transfer**
  - Visibility through blockbusters, so not a true reflection of performance
  - Performance measured best through complete assessment of activity (ex. AU
  - Intellectual property coming from the university: owned by the researcher, the university or a partner company?
  - Tech transfer currently most common through licensing

- **Creating New, Innovative Companies**
  - Considered a prime mission of dissemination of research results
  - Performance measured by different stakeholder criteria
A Case in Point: UPMC
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Pierre & Marie Curie University:
- The top French university, n°6 in Europe, and 5th in Math worldwide
- Located in the heart of Paris, plus three marine stations on the French coasts
- 30,500 students of which 20% are international; 3,300 doctoral candidates; and 2,500 professor-researchers on staff, 5,200 researchers total (including our partners) in 100 laboratories
- Nobel prize for physics in 1997 and 2012
- Fields Medal in 1982, 2010 and 2014
- Part of the Sorbonne University group, offering comprehensive education and research

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Industry Partnerships and Technology Transfer

- **100 industry partnership agreements signed every year**
  - 20% of research revenues

- **End-to-end technology transfer capabilities**
  - Lutech to file patents and mature technology
  - Agoranov to incubate startups
  - Quadrivium for seed capital

- **Solid results (2014)**
  - 171 invention declarations
  - 514 patent families and 50 software applications
  - 95 active licenses; 21 generating revenues
  - 1 million euros in licensing revenues
  - 5 new companies
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Contrasts in the Point of View

- **Criteria for Government**
  - National & local government have a geographical focus as their main criteria
  - Favor partnerships with small business
  - Local government prefers licensing to start-ups

- **Not Criteria but Missions for UPMC**
  - Research and its results are globally based
  - Work in a broad range of sectors & a range from small to large companies
  - Choice of license or startup based on best method of exploitation, not on location

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Reconciliation of the Criteria and Missions

- **Missions Can Seem to Contradict Stakeholders Criteria**
  - University missions have broader goals
  - Stakeholder criteria are often limited in scope

- **Looking to the Long-Term and Bigger Picture**
  - Bigger licensing agreements will improve the university’s visibility and revenue
  - Capacity building can be applied to local, national or global levels
Balancing Criteria & Missions

When working with different stakeholders, a university must:

- Rely on an accurate definition of its real missions, strategies and priorities

- Negotiate with stakeholders to broaden the scope and define the right performance indicators consistent with these missions, strategies and priorities
Thank you.
Questions?