



# Report on Contract fulfillment

## Key Indicators 2010

solicited under the 'Contrat d'Etablissement Pluriannuel entre l'Etat et l'Université du Luxembourg 2010-2013'

## **Preface**

Beyond our contractual obligation to provide this yearly report, writing it has allowed us to define in more detail significant indicators for benchmarking the development of the University of Luxembourg. These are also indicators for which we are able – or will soon be able - to provide robust figures. They will play an increasingly important role in the accountability and strategy of the University, and in preparing her for joining international rankings when her age is double-figured. That will also be the time when rankings will have evolved to be fairer to small and young universities. Data are also efficient in pointing at problems, which is a welcome feature, because if the data are significant and robust they will tell us with little uncertainty that something has to be done better; and so we will do. Publicity is not the aim of this report, but rather screening.

Vice-President Lucien Kerger, Advisor Ariane König and Statistician Elisa Mazzucato have done, with the support of the Administrative Director Eric Tschirhart, an excellent and ground-breaking piece of work.

Rolf TARRACH  
March 31, 2011

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## Guide to graphical illustrations of progress on targets

The key indicators for the University's performance we refer to in this report are described with simple graphs pointing out the level of target attainment for 2010. Each graph on the left hand column refers to the contractual target as set in the 'Contrat d'établissement pluriannuel entre l'Etat et l'Université du Luxembourg 2010-2013', or the target as stated in the University's four year plan. The depiction of the University performance can take two forms:

- Figure 1: here an example is provided for the representation of the level of performance of the University in 2010 in form of a green bar that is to be compared to the red part of the bar that depicts the difference between the actual performance and the target.
- Figure 2 :For University targets that are most relevant for the year 2013, a linear graph is produced based on the rate of change with respect to performance in this area over the last year(s), to depict an extrapolation based on the assumption that the rate of change remains constant over the next three years. .

Figure 1.

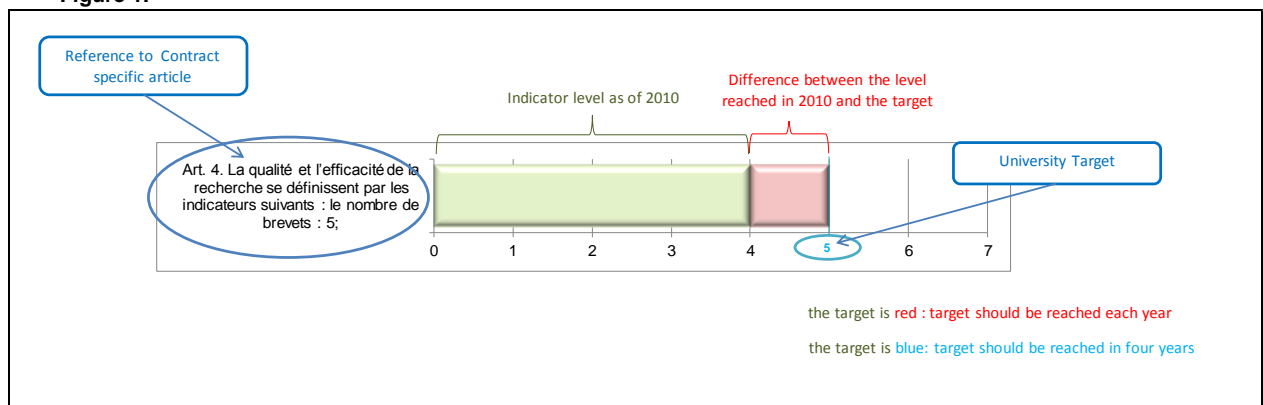
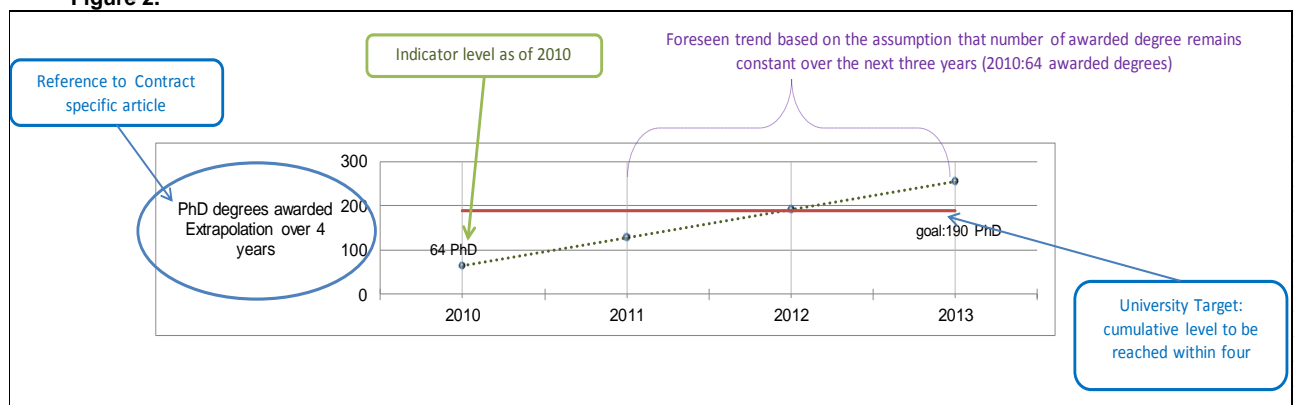


Figure 2.



## Introduction

This report was developed in response to the contractual requirements of the 'Contrat d'établissement pluriannuel entre l'Etat et l'Université du Luxembourg 2010-2013' (henceforth 'the Contract').

*Objectives:* The report has two main objectives. First, the report informs the government about the use of public funds the University of Luxembourg (henceforth 'the University') receives. Second, engaging in an annual reporting process to the government is also considered as an opportunity to start systematizing the documentation of the performance of the University over time for organizational learning. The development of this systematised approach to performance measurement also represents one element in the development of a quality control system. Whilst the data we present in this year's report largely focuses on the requisites in the Contract and the University's four year plan (2010-2013), we have started defining a larger set of indicators that we consider key to monitoring and benchmarking our development over time. This benchmarking process is also intended to prepare our University for participation in University ranking schemes in the longer term. The performance indicators we are developing are being designed to showcase the specific profile of the University, and to respond to requisites of European and international ranking tools.

*Process:* The process for defining a first set of performance indicators for the report based on the Contract and the four year plan relied on recurrent meetings with representatives of the faculties and interdisciplinary centres and members of the rectorate, starting in May 2010. The hiring of a professional statistician specialized in performance reporting for higher education institutions proved key to professionalizing the definitions. The data was gathered largely from the central administration. In particular for research, the data gathering process is foreseen to change fundamentally with the development of a centralized research data base. The process was coordinated by the advisor to the rector in close collaboration with the Vice President for Academic affairs.

*Content and structure:* This report provides aggregate performance data for the whole University. A more detailed report that will provide individual chapters for the faculties and centres is foreseen for the final reporting year under the current Contract. This year's report presents a selected data set including only robust data. For some areas we are contractually required to report on, the process of data collection and analysis is at a very early stage. In other areas in which our organisation is just getting started and experiencing rapid growth our data are not very meaningful as yet, as the structures, processes or programmes the data describe have not as yet stabilized. For a third type of request, data simply could not be obtained as the entire organisation is still too young (such as data on employability of graduates). The data sets we can present will expand over subsequent years as we gain experience in reporting and the management of associated processes. The report structure largely reflects the organisation of the Contract: Chapter 1 on Research and Chapter 2 on Education correspond to the Contract's first two chapters. The main structural difference between the Contract and this report is that the Contract's 3<sup>rd</sup> chapter on fundamental principles of Article 3 in the 2003 Law on the Creation of the University is split into three individual report chapters on Knowledge transfer, Internationalisation and Administration.<sup>1</sup>

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<sup>1</sup> The report structure and content also takes account of the most relevant recommendations of the European Multi-rank project developing performance indicators for user friendly customized ranking tool ([www.u-multirank.eu](http://www.u-multirank.eu)). By starting already now to consider a broader set of indicators stemming from this community, that build on the highly internationally recognized CHE rating used in Germany (also drawn upon by the Times Higher Education ranking), the University is preparing for participating in such ratings of Higher Education Organisations over the next 5-10 years.

The focus in these chapters is on explaining key quantitative data. A more comprehensive set of data together with detailed definitions of each indicator is provided in the quantitative tables which are not included in this report.

# 1. Chapter: Research

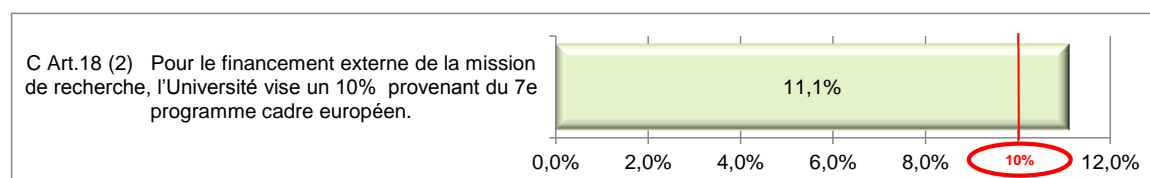
## 1.a. Funding

In the year 2010, the University spent 27.8 million Euro on research activities (after deduction of total gross salary expenditure). The largest share of the amount spent on research was sourced from the State contribution in the framework of the law “Contributions de l’Etat dans l’intérêt de l’Université”.

In 2010 the University collected close to 15 million Euro of external revenues for research.<sup>2</sup> The FNR (Fonds National de la Recherche) contributed 9.2 million Euro in 2010, equivalent to 61% of all external revenues spent on research. Research funding from the EU was the second largest share, with a total of 1.7 million Euro, counting for 11.1%. The remaining 27.9% external research revenues were obtained from other contractual agreements with a range of private and public partners.

A requisite of Article 18 §2 of the Contract is that the 10% of external research funds should be sourced from EU research funding. This target was favourably exceeded by 1.1% in 2010 (see Figure 1.1).

Figure 1.1



Another noteworthy achievement of 2010 in terms of gaining external revenues to support research is the signature of three new agreements for research chairs with private partners:

- In March 2010, the University and **the global satellite operator SES S.A.** signed a partnership agreement that foresees, among other provisions, a funded chair in space, telecom and media law.
- In September 2010, the world’s largest steel producer **ArcelorMittal**, headquartered in Luxembourg, signed the “ArcelorMittal Funded Chair in Façade Engineering” with the University. The aim is to advance the development of energy efficient high-tech buildings made of steel, composite steel and glass. The chair was given to Prof. Dr. Christoph Odenbreit.
- Also in September 2010, **the Deutsche Bank Luxembourg S.A.** announced the funding of the „Deutsche Bank Chair of Finance”. The chair will be based at the Luxembourg School of Finance within the Faculty of Law, Economics and Finance, and will address research topics in banking and finance that are of relevance to the banking sector in Luxembourg.

In 2010, the total funds from the framework of the six on-going chairs agreement amounted to 0.8 million Euro, that is 5% of this year’s total external revenues for research.

The Contract specifies that the University should hold six research chairs over the four year period 2010 to 2013. On 31 December 2010 the University actually held six chairs<sup>3</sup>. Given

<sup>2</sup> The revenues from agreements on Chairs is not accounted for in this amount, and will be treated apart

<sup>3</sup> In addition to the new three chairs already mentioned, University holds other three on-going chairs. First off was the Japanese electronics company TDK, that founded the TDK Europe professorship „New materials for solar cells“ in 2006. This chair is filled by Prof. Dr. Susanne Siebentritt, head of the Laboratory for Photovoltaics at the University of

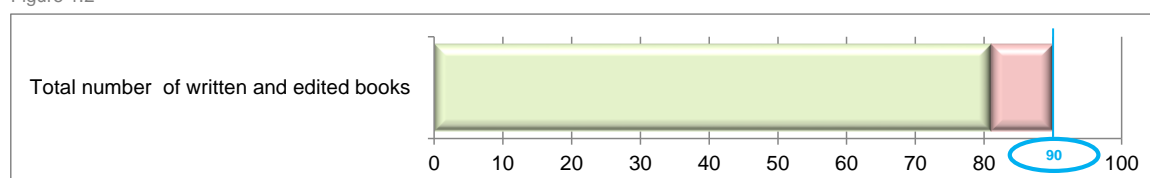
that the average duration of agreements providing for chairs is five years, it is possible to say that the University is on track, but should keep up current efforts to sign new agreements and conclude at least three more agreements providing for chairs before the end of 2013.

## 1.b. Publications

In 2010, 362 University researchers produced 683 works published in refereed publications: 326 papers were published in refereed conference proceedings and 357 in refereed journals. This result meets the target specified in Article 4 of the Contract<sup>4</sup>, that each researcher should on average publish at least two publications in refereed journals or conference proceedings.

Other scientific publications in 2010 also include 34 authored books, 47 edited volumes and 208 book chapters. The total number of 81 books is already close to the total amount of edited and authored books set as target in the Contract for the entire four year time frame (90 volumes) (Figure 1.2).

Figure 1.2



## 1.c. Web of Science studies

A robust approach to conducting a Web of Science study on papers and citations in a multi-lingual organisation is being developed by the library staff. The library team has conducted a first pilot study on the number of citations of research staff of the University by mean of the Web of Science for the period going from 2007 to 2010. The results of this pilot study are shown in fig.1.3. The reader should consider these results for informational purposes only.

This pilot study helped to identify organisational limits in determining the number of citations, largely due to the use of three languages, in particular when describing the affiliations of authors on published works. Software programmes that are commonly used to determine the number of citations, track the author's name and address. The result is that citation counts based on these software tools remain incomplete and may underestimate the number of citations. Nevertheless, it is possible and worthy to analyse the pattern of the number of citations series from year to year<sup>5</sup>. The number of citation has never ceased to growth from

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Luxembourg. In 2007, the City of Luxembourg funded a professorship in urban development research, located within the „Laboratoire de Recherche en Géographie et Aménagement du Territoire“ at the University. Its researchers focus on regional and communal planning in Luxembourg and in the Greater Region, on European regional planning concepts, and on sustainable regional and communal development. Professorship holder is Prof. Dr. Markus Hesse. In 2009, the company ATOZ Tax Advisors established a professorship for European and international tax law at the Faculty of Law, Economics and Finance, held by Prof. Dr. Alexander Rust.

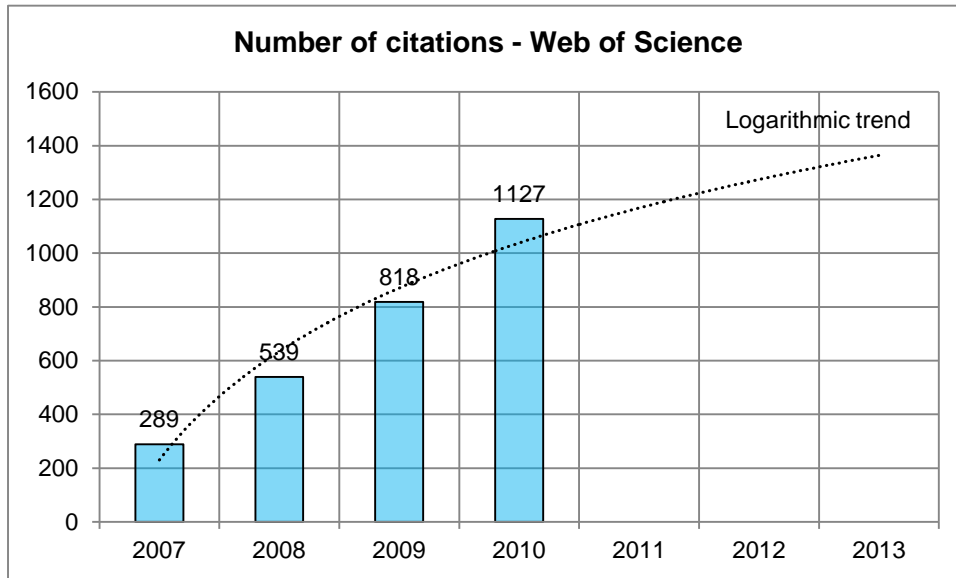
<sup>4</sup> This computation only considers the refereed journals and conference proceedings. Moreover, the yearly average per researcher has been computed on all people that at UL are involved in a research activity. People having a part time activity of research have been counted as a full time researcher; no correction for “full time equivalent” has been applied.

<sup>5</sup> This kind of analysis is meaningful since, despite the number of citations may be underestimated, yearly data are computed on the base of the application to the Web of Science database of the same research query.

2007, with a growing tendency<sup>6</sup> that may bring the University to reach the goal aggregate amount of 3500 citations in the for years period 2010-2013 as fixed by the University four year plan (2010-2013).

On the base of the pilot study results, the library staff defined a series of recommendations that should be implemented by the research staff<sup>7</sup>. These recommendations are being progressively adopted across the organisation, and will result in increasingly robust Web of Science data on papers and citations for the four year period 2010-2013.

Fig.1.3



<sup>6</sup> A logarithmic trend has been here represented; despite it is not the more statistically efficient extrapolation of the series. A prudential approach in forecasting has been preferred, considering the growth rate of number of citations per year decreasing over time.

<sup>7</sup> Recommendations concern the implementation of harmonised guidelines on publications recording characteristics.

## 2. Chapter : Education

### 2.a. Degrees awarded

In 2010, the University awarded 502 Bachelor degrees, 220 Master degrees and 64 Ph.D. degrees. In the four year plan the University committed to have awarded by 2013 a total of 1100 Master degrees and 190 Ph.D. degrees. If the number of Ph.D. degrees awarded per year remains constant over the next four years, the University will have awarded a total number of 256 Ph.D. degrees at the end of 2013, which actually exceeds the University's commitment (Figure 2.2). However, in order to meet the target on Master degrees the University will have to award 25% more degrees per year. This goal should be achievable since the number of graduates is expected to grow in the next years as the number of enrolled students has constantly grown. Moreover, five new master programs have been recently introduced<sup>8</sup> and one<sup>9</sup> will start in the academic year 2011/2012 will also ensure an increasing number of graduates per year at the Masters level (Figure 2.1).

Figure 2.1

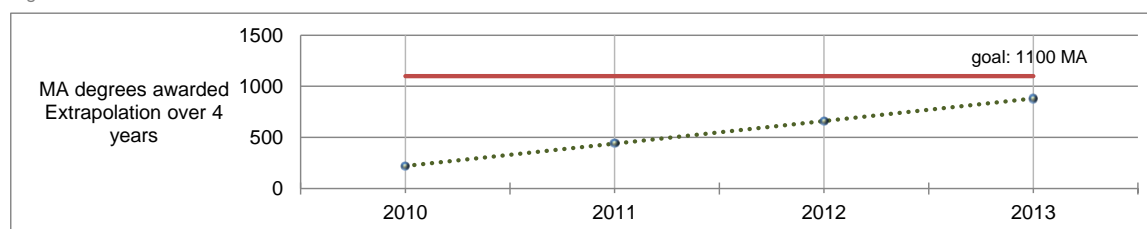
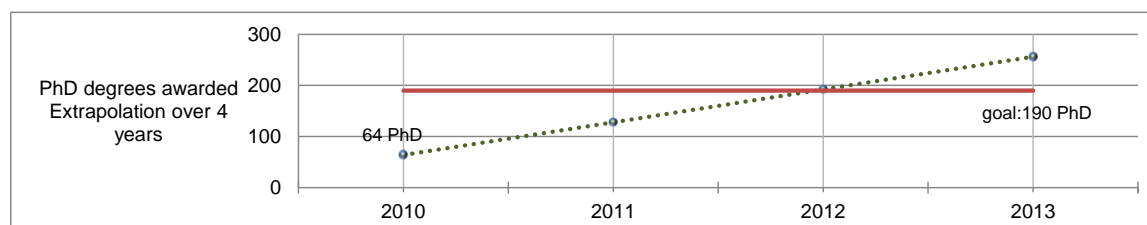


Figure 2.2



### 2.b. Student achievements

The University relies on a robust and reliable information system, which allows for the routine collection of a broad array of information on students, such as age, nationality, degrees, academic progress at the University, ECTS points, courses attended, exams, and marks. This information system allows computing an increasing range of indicators such as graduation rate, retention rate, the number of students in each new cohort. Such results can be computed with a high degree of reliability starting from the student cohort who matriculated in the academic year 2007/2008.

A longitudinal study of the 2007/2008 student cohort is under way: student performance is assessed from enrolment throughout their academic career. The graduation rate of the 2007/2008 cohort will be available at the end of the academic year 2010/2011 when the

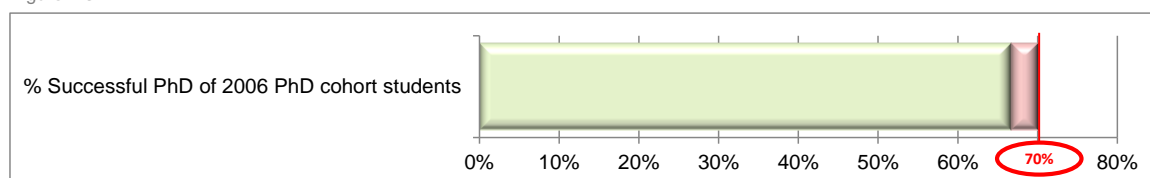
<sup>8</sup> Master in Mathematics; Master en langues, cultures et médias-Lëtzebuenger Studien, Master in European Governance; Trinational Master in Literatur, Kultur- und Sprachgeschichte, European Master in small animal veterinary medicine

<sup>9</sup> Master Management und Coaching im Bildungs- und Sozialwesen

timespan for obtaining a degree defined by the law for that cohort will have elapsed. At that time, a complete set of indicators will be computable and these indicators will inform retention studies. Results are also foreseen to lead to further improvements of the information system.

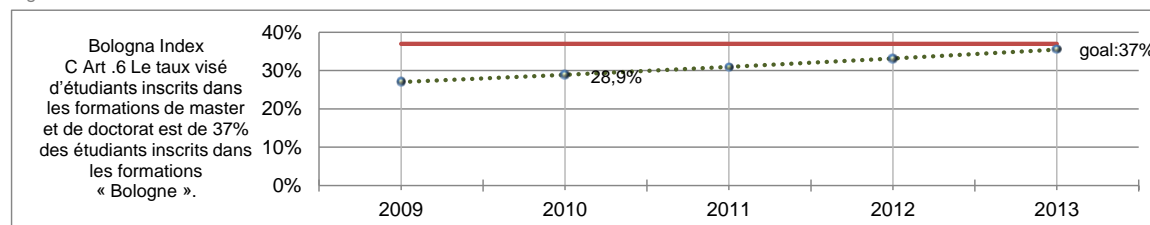
For Ph.D. students the University has reliable data starting from the year 2006. The graduation and retention rate are encouraging: 66.7% of the 2006 cohort of Ph.D. students successfully defended their thesis, that rate falls only slightly short of the target of a total of 70% of successful Ph.D. defences in a cohort (Figure 2.3).

Figure 2.3



In the winter semester of the academic year 2009/2010<sup>10</sup> the University counted a total of 4934 students: 4058 enrolled in Bologna degree programmes and 876 attending other educational programmes. Among the Bologna students, 2962 were enrolled in Bachelor degree programmes, 800 in Master degree programmes and 296 pursued doctoral degrees. These values allowed computing a Bologna Index<sup>11</sup> for the academic year 2009/2010 of 27%. During the winter semester of the academic year 2010/2011, the Bologna Index went up to 28.9%, which presents a positive variation of 1.9 percentage points compared to the previous year. The Contract sets the target value for the Bologna Index of 37% for the year 2013. Provided the positive trend in the rate of change of the Bologna Index over the past two academic years continues over the next three years, the University will probably reach its objective in 2013 (Figure 2.4).

Figure 2.4

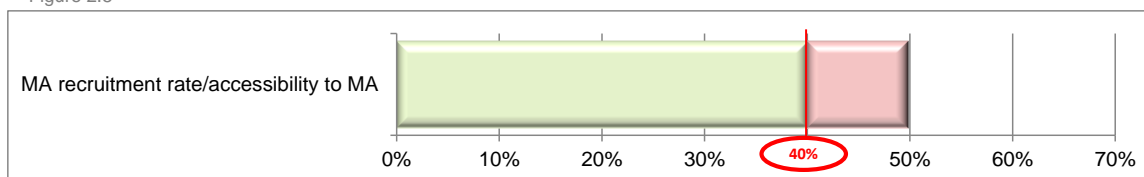


All students enrolling in a Master programme are submitted to a selection process, which relied on a *numerus clausus* for 13 of the 20 operational Master programmes. In 2010 the percentage of candidates admitted to Master programmes was 49.8% of the total number of applications received. The University's objective is not to exceed the percentage of 40% of admitted students over the total number of received applications (Figure 2.5).

<sup>10</sup> Data here refer to winter semester

<sup>11</sup> Bologna Index = (total PhD and Master students)/(total Bologna students)

Figure 2.5



## 2.c. Lifelong learning

The University developed a 'Lifelong Learning Strategy' to expand the offer of educational programmes for mature students<sup>12</sup> and professionals wishing to study part time. An overview of all programmes available for mid-career students in 2011 is provided in Table 2.1. In 2011, the European Master programme in small animal veterinary medicine increases the number of programmes for professionals to 11. In the academic year 2009/2010, mature students and part-time students counted respectively for 8.9% and 15.2% of the total student population.

**Table 2.1. Overview on programmes for mid-career students in 2010**

Faculty	Programme
<b>« Bologna » Programmes</b>	
FSTC	Master en Management de la Sécurité des Systèmes d'Information (P)
FSTC	European Master Small Animal Veterinary Medicine (P)
FDEF	Master in Entrepreneurship and Innovation (P)
FDEF	Master of Science in Banking and Finance (P)
FLSHASE	Master en Gérontologie (P)
FLSHASE	Master en Médiation (P)
<b>Other programmes</b>	
FSTC	Certificate on principles of biobanking for clinical, biological and environmental biospecimens and bioresources
FDEF	Formation complémentaire des réviseurs d'entreprises
FDEF	Formation complémentaire des experts comptables
FLSHASE	Formation continue en aménagement du territoire
FLSHASE	Formation continue Lëtzerbuerger Sprooch a Kultur

## 2.d. Teaching volume

The University continuously monitors the average number of students per year and programme, in order to proactively put in place strategies to stay compliant with all legal and contractual requirements. Article 6 of the Contract specifies a lower threshold relating to the number of students in degree programmes: Bachelor and Master programmes should have a minimum average number of 15 enrolled students over the total number of semester of the degree, exceptions are allowed during three first years the programme is running. Given that

<sup>12</sup> Students older than 30 years old

most of the degree programmes have been started less than three years ago, the correct average number of students per programme was applicable only for the first year of most Bachelor programmes. In 2010, no first year of a Bachelor programme fell below this level.

In the winter semester 2010, 23 Master programmes (20 Masters programmes of a two-year duration and 3 Master programmes of a one-year duration), and 11 Bachelor programmes, (10 Bachelor programmes of a three-year duration and 1 Bachelor programme of a four-year duration) were organised, yielding a total of 77 programme years. Seven programme years did not reach the legally required threshold of 15 students per year, representing 9.1% of the total programme years. Specifically:

- three Bachelor programmes<sup>13</sup> in 2010 accounted for a total of three programme years in which there were less than 15 enrolled students
- and four Master<sup>14</sup> programmes in 2010 accounted for a total of five programme years in which the number of enrolled students was less than 15.

The proactive monitoring of the number of enrolled students in every semester in every programme, and the awareness of the small proportion of programmes at risk to operate below this threshold, allows working with concerned programme directors for prompt action where required.

The stated limits to the teaching volume in Article 9 of the Contract include the two upper thresholds of 22 organized Teaching Units (TU) per student per year (Figure 2.6), and the total sum of 6500 ECTS offered by the entire University per academic year (Figure 2.7). In 2010, none of these ceiling values has been exceeded.

Figure 2.6

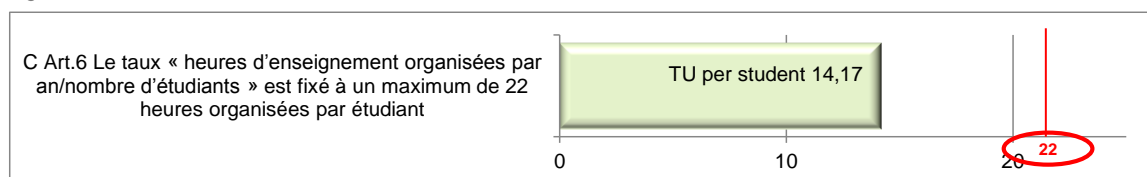
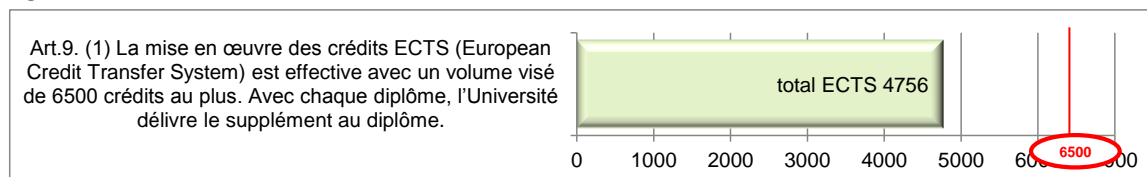


Figure 2.7



In line with Article 16 of the Contract, the University implemented a tutor system that assigns a tutor to each new comer student. Upon arrival, new students are invited to meetings informing them about the tutorial system and requested to meet with their respective tutors. The possibility of evaluation of the students' experience of the tutor system is currently under study.

<sup>13</sup> Bachelor en Sciences et Ingénierie (2<sup>nd</sup> year), Bachelor en Sciences Economiques et de Gestion (3<sup>rd</sup> year), Bachelor en Sciences et Ingénierie (3<sup>rd</sup> year)

<sup>14</sup> Master in Spatial Development and Analysis (1<sup>st</sup> year and 2<sup>nd</sup> year), Master in Engineering Sciences (1<sup>st</sup> year), Master en Philosophie (2<sup>nd</sup> year), Master in Information and Computer Sciences (2<sup>nd</sup> year)

## **2.e. Interdisciplinarity**

Towards the goal of systematically increasing opportunities for multi- and inter-disciplinary education, the University has created a catalogue of Open Courses from a wide range of disciplines that are of general interest, and can be taken by students from any degree programme regardless of the faculty. In the winter semester 2010, 33 such Open Courses were on offer. The range of degree programmes in which students have the option to enrol and gain ECTS points for Open Courses that count towards their degree is progressively being extended. Experience gained with these first steps will be a basis for formulating a University strategy on interdisciplinarity in education over the next year (according to Article 11 of the Contract).

## **2.f. Employability**

Given the young age of the University, it has not as yet been possible to develop a robust approach for assessing the students' employability. Some pilot employability surveys have been conducted on graduates from programmes in educational studies and social in collaboration with the 'Institut Universitaire International du Luxembourg' and with support of the European Social Fund. A second more extensive pilot survey including other degree programmes is ongoing.

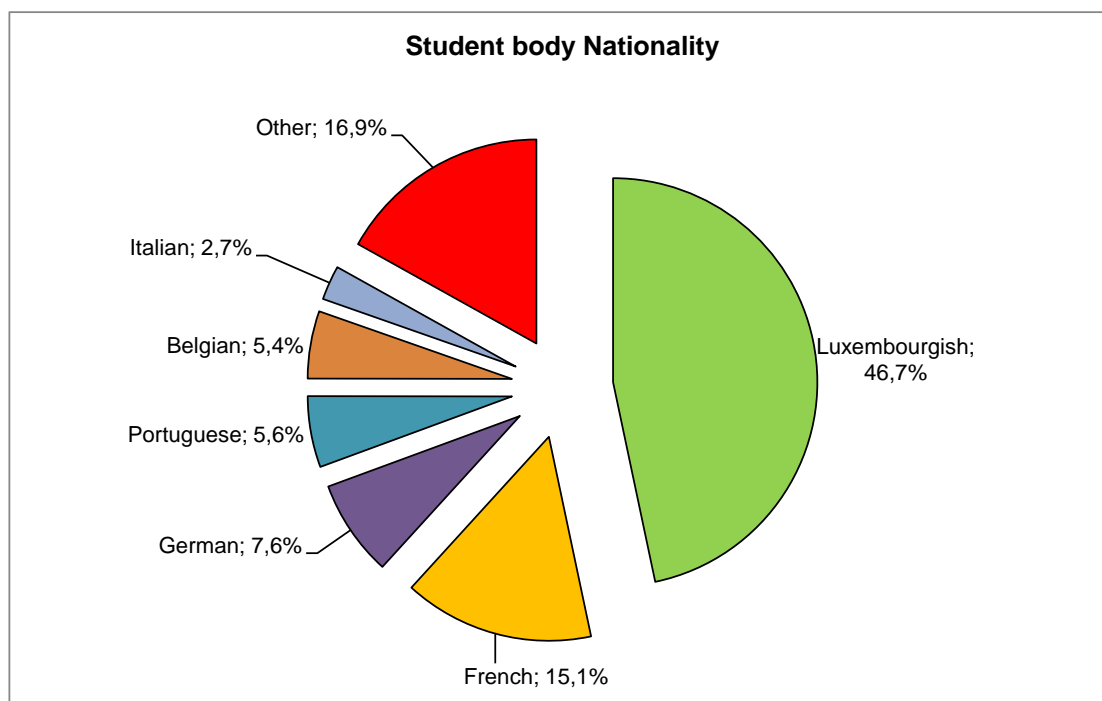
The 'Service des Etudes et Vie d'Etudiants' implemented an Alumni data base with the goal to create a network of graduates and provide further opportunities to access career information of the University's graduates. The University is also in progress of recruiting a student career advisor. The career advisor will be asked to develop a general strategy for facilitating the entry of University graduates into the job market. The central tasks of the career advisor will also include the Alumni database content management and development.

### 3. Chapter: Internationalisation

#### 3.a. Internationalisation of student body

In the academic year 2009/2010, 53.3% of the Master and Bachelor students were Luxembourg nationals. Among foreigner students, the largest group (28% of total students) is represented by students having the nationality of one of our neighbouring country: Belgium, France and Germany.

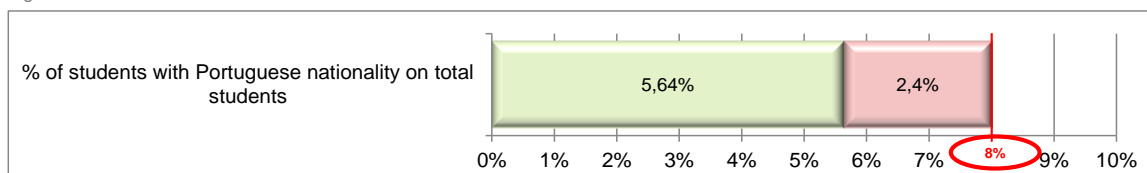
Figure 3.1



In the four year plan the University foresaw a percentage of students having the Portuguese nationality equal to 8% at the end of the four years period. As of the academic year 2009/2010, this percentage was equal to 5.6% of total students<sup>15</sup>, 2.4 percentage points less than what expected.

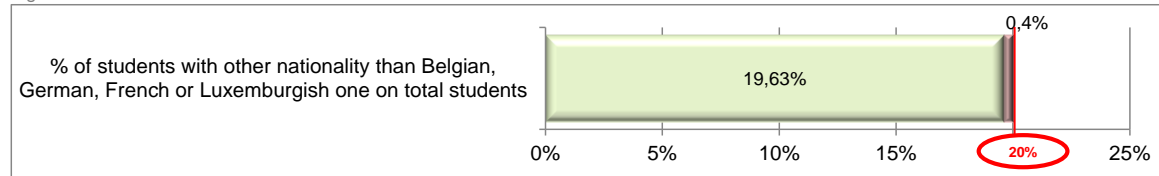
Other foreigner students, that are those students that have a nationality other than Belgian, German, French and Portuguese, represent the 19.63% of the total students. This percentage nearly is in line with what foreseen by the four year plan as shown in figure 3.2.

Figure 3.2



<sup>15</sup> It should be noted that the recent development of the Luxembourgish law on double nationality may have an effect on underestimating the number of students with Portuguese origin. It can be hypothesised that a significant number of students with Portuguese origin profited of the new law acquiring also the Luxembourgish nationality and that they have been registered primarily as Luxembourgers.

Figure 3.3

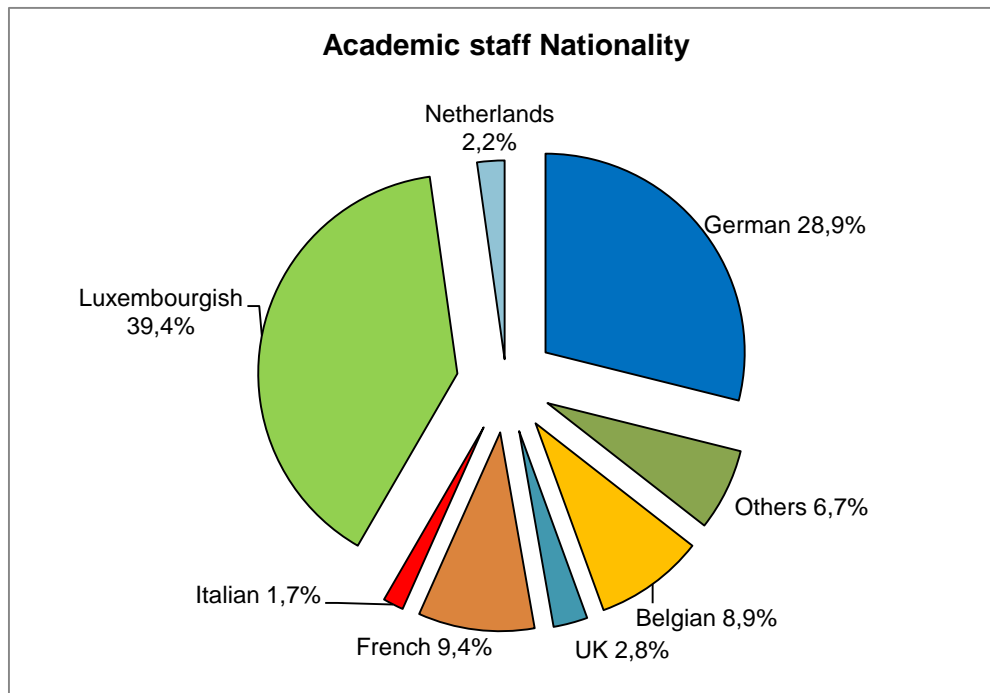


In academic year 2009/2010 the foreigners PhD students counted for the 80.7% of total PhD, and among them 20.4% came from non-EU countries.

### 3.b. Internationalisation of Academic staff

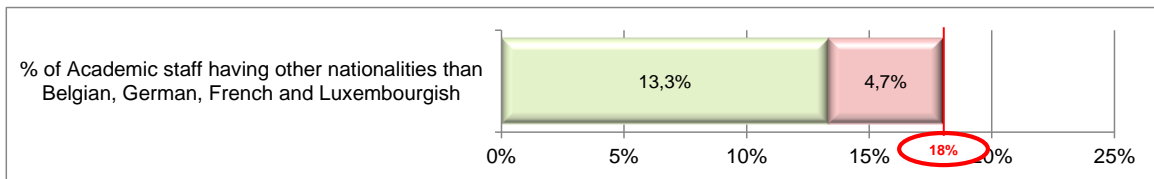
In 2010, the Academic staff was composed for 60.6% of non-Luxembourgers. The principal group of foreigner staff, equal to 47.22% of total Academic staff, is composed of persons having the nationality of one of our neighbouring country Belgium, France and Germany.

Figure 3.4



In the four year plan, University foresaw a percentage of foreign Academic staff having other nationality than those of our neighbouring country equal to 18% at the end of the four years period. As of 2010, this percentage was equal to 13.3% of total Academic staff, 4.7 percentage points less than what expected at the end of 2013.

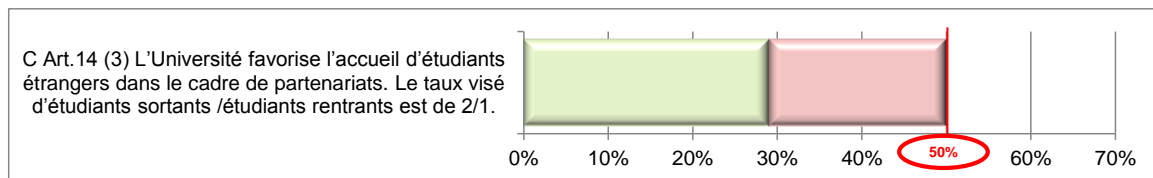
Figure 3.5



### 3.c. Student mobility

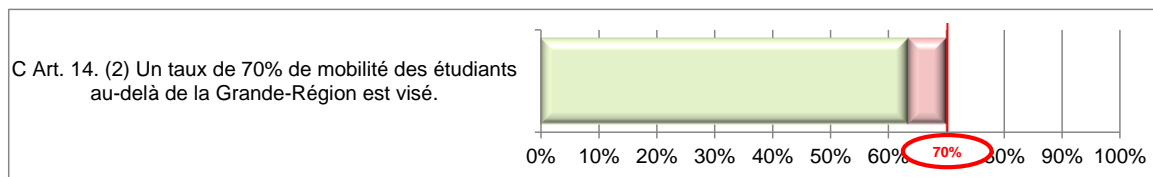
In the academic year 2009/2010, 96% of the Bachelor students fulfilled the mandatory mobility semester, which remains on a voluntary base in other Universities. Furthermore, the University has made good progress on increasing the reciprocity of student exchange agreements by now receiving one incoming exchange student for each three of our students leaving on their mandatory mobility semester as per Article 14 § 3 of the Contract (Figure 3.1). One measure that would in future help attaining the contractual target ratio of one incoming student for each two students on mobility is the more systematic assurance that a greater number of courses are taught in English in a wider range of degree programmes.

Figure 3.6



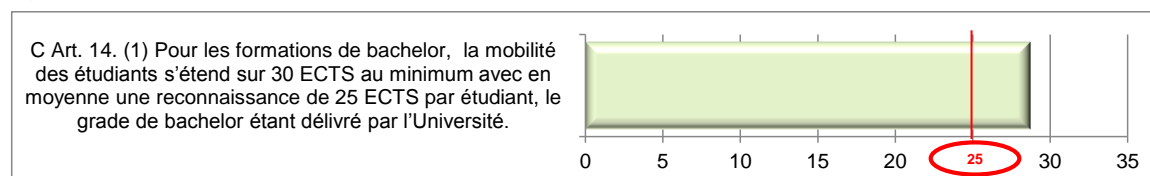
Not only the rate of student mobility, but also the range of student mobility is on the increase: the number of students choosing to leave the Greater Region during their mobility semester is increasing every year. In the academic year 2009/2010, the percentage of students spending a mobility semester in a University to which they could not commute every day from Luxembourg amounted to 63% of all outgoing students. This falls 7 percentage points short of the target in Article 14 of the Contract (Figure 3.2).

Figure 3.7



In the academic year 2009/2010, students gained on average 28.7 ECTS during their mobility semester. This result favourably exceeds the requested average of 25 mobility ECTS per student. Figure 3.6).

Figure 3.8



### 3.d. Multilingualism

One of the University's defining characteristics is the offer of a wide range of multi-lingual degree programmes. Degree programmes should offer courses in two or more of the following languages French, German and English (Art.15 of the Contract). In almost 70% of the programmes implemented in the academic year 2009/2010, teaching was conducted in at least two of the official languages.

One exception in Article 15 of the Contract is that up to 50% of the Master programmes English can be used as the only teaching language. In the academic year 2009/2010, six Master programmes of over twenty were fully taught in English. Thus, there is still room for some more Master programmes entirely taught in English to be developed. There were two Master programmes that did not fulfil the contractual conditions, as French was the only teaching language: the Master in Philosophy and the Master in "Mediation". However, the Master in Philosophy was in the meantime transformed and is now largely taught in English.

### 3.e. Joint degrees

The University cooperated with other higher education institutions to implement a total of seven joint degrees: three Bachelor programmes<sup>16</sup> and four Master programmes<sup>17</sup>. In 2010, 54 Ph.D. students conducted research projects jointly with another institution.

<sup>16</sup> Bachelor en Sciences et Ingénierie (A)/Physique ; Bachelor en Sciences de la Vie (A)/ Biologie ; Bachelor en Cultures Européennes (A)/ Philosophie

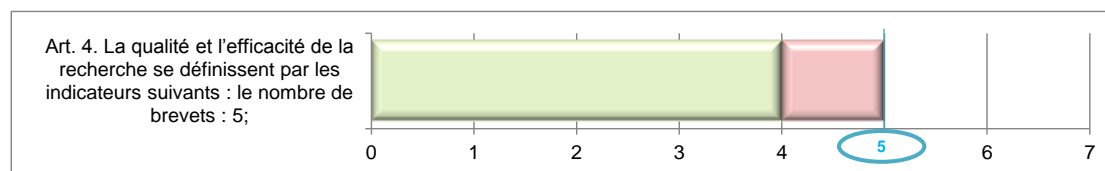
<sup>17</sup> Master en Philosophie (A), Master "Erasmus Mundus", Master en Communic. & Coopération Transfrontalières (P), Trination. Master in Literatur, Kultur- und Sprachgeschichte (A)

## 4. Chapter: Knowledge transfer

One indicator of the quality of research is the capacity of the University to develop patents and licences. In the longer term, it is expected that patents and licences become an income source for the University.

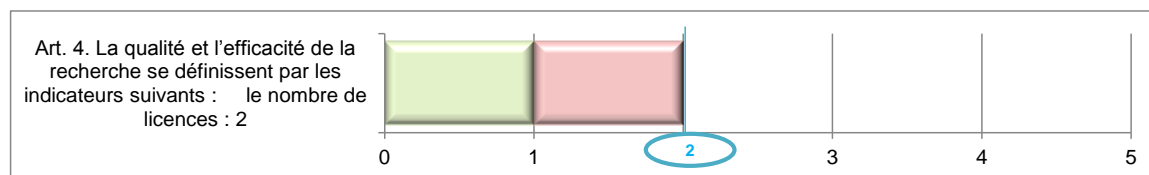
Article 4 of the Contract commits the University to hold a total of five patents at the end of 2013. On 31 December 2010, the University held four patents<sup>18</sup> (Figure 4.1). Moreover, nine patent applications were submitted. Researchers are also working towards the registration of four i-depots, three regarding software development and one concerning a prototype. Thus reaching the target of holding five patents at the end of 2013 seems plausible.

Figure 4.1





Up to the end of 2010, the University holds licence granted to AXOGLIA Therapeutics S.A. for the exploitation of patent LSRU1\_UL1. The University should uphold its efforts towards attaining the target of two licences coming from scientific activity as requested in Article 4 of the Contract (Figure 4.2).

Figure 4.2



University also proceed by recording two trademarks upcoming from research activity:

1.  , an educational assessment platform, and
2.  , an educational measurement applied to cognitive science.

It is also noteworthy that the University holds a licence for



registered brand.

<sup>18</sup> The patents hold by the University up to 2010

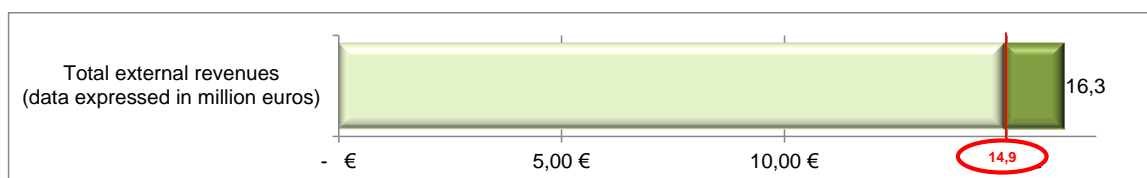
1. LSRU1\_UL1: DERIVÉS DE TOCOPHEROL A LONGUE CHAINE HYDROXYLEE UTILES COMME NEUROTROPHIQUES
2. LSRU2\_UL2: DERIVÉS DE RESVERATROL A LONGUE CHAINE HYDROXYLEE UTILES COMME NEUROTROPHIQUES
3. LSRU3\_UL4: MIRNA AS A PROGNOSTIC, DIAGNOSTIC BIOMARKER AND THERAPEUTIC AGENT FOR BREAST CANCER AND OTHER HUMAN ASSOCIATED PATHOLOGIES
4. PMRU1\_UL3: ELECTRICAL AND OPTO ELECTRICAL CHARACTERISATION OF LARGE-AREA SEMI-CONDUCTOR DEVICES

## 5. Chapter: Administration

### 5.a. Budget

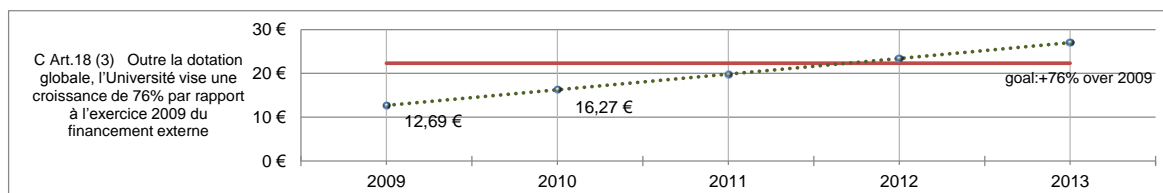
The global budget in 2010 amounted to 126 million Euro. Revenues of 16.3 million Euro<sup>19</sup>, equal to 13% of the total budget, were sourced from contracts with external public and private partners: that is, funds were not coming from the State contribution in the framework of the law “Contributions de l’Etat dans l’intérêt de l’Université”. In the current four year plan, the University committed to collect a total volume of external revenues of 14.92 million Euro in 2010 (Figure 5.1). This target has been exceeded by 1.34 million Euro.

Figure 5.1



Compared to 2009, the external revenues increased of a global amount of 3.58 million of Euro. Provided that this level of growth can be upheld over the next three years, the University will exceed its target in 2013 (Figure 5.2 -data are reported in million Euro).

Figure 5.2

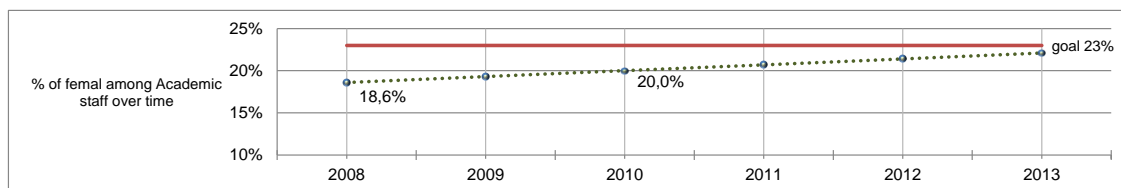


<sup>19</sup> University self-financing revenues are here excluded. The self-financing University revenues amounted in 2010 to 3.95 million Euro and are sourced principally from student fees and student rentals return.

## Equal opportunities

The University is starting to develop a strategy on equal opportunities. Particular attention is being paid to equal gender opportunities: the main concern here is to increase the number of female among Academic Staff to 23% at the end of the four-year planning period. From 2008, the percentage of female among Academic staff went up of 1.4 percentage points reaching the level of 20% in 2010. The University, keeping on its present effort of increasing constantly the number of female among Academic staff, should likely reach the target of 23% of female academics in 2013 (Figure 5.3 linear extrapolation to 2013)

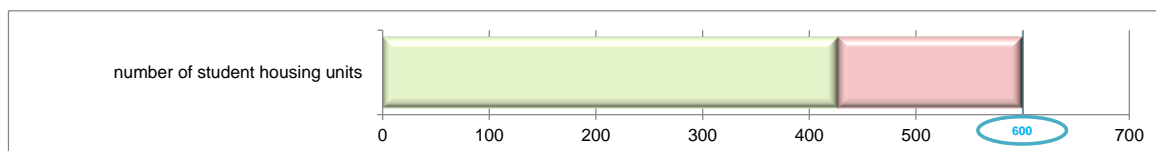
Figure 5.3



## 5.b. University accommodation

The offer of accommodation to students at a fair price is a major concern of the University. At the end of 2010 the University made available 427 accommodation units. At the end of 2013, the University's target according to its four year plan is to offer at least 600 units. In 2010 a number of agreements securing rentable accommodations for future years are in the process of being finalised; based on these agreements the University will exceed its target by 2013 (Figure 5.4).

Figure 5.4



## 6. Conclusion

In sum, this first official performance report to the government is revealing some areas of success in meeting contractual targets and other areas requiring more attention over the next years. The University will over the next year continue to prioritise the development of processes to obtain required data to ensure we can deliver a full final report answering to all requisites in the Contract in the year 2013. Moreover, a range of further indicators are being formulated with the aim of developing a well-organised institutional memory necessary for continued organisational learning and improvement. Maturing of these processes, as well as further maturing of the organisation will contribute to ensuring a wider range of robust data can be obtained. This will help to prepare the organisation not only for submitting more than a complete report to government, and for developing a quality control system, but also for eventually participating in international rankings.