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**Commission de l'Enseignement supérieur, de la Recherche, des
Médias, des Communications et de l'Espace**

Procès-verbal de la réunion du 23 janvier 2017

Ordre du jour :

1. Adoption du projet de procès-verbal de la réunion du 12 décembre 2016
2. Echange de vues au sujet du "cadre stratégique 2026" de l'Université du Luxembourg (demande de mise à l'ordre du jour du groupe politique CSV du 19 décembre 2016)
3. Echange de vues avec les représentants de la radio 100,7
4. Divers

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Présents : M. Claude Adam, Mme Diane Adehm, M. André Bauler, M. Gilles Baum remplaçant M. Lex Delles, Mme Simone Beissel, M. Eugène Berger, Mme Taina Bofferding, Mme Tess Burton, Mme Martine Hansen, Mme Octavie Modert, M. Roger Negri, M. Marcel Oberweis, M. Gilles Roth remplaçant M. Serge Wilmes
M. David Wagner, observateur

M. Marc Hansen, Ministre délégué à l'Enseignement supérieur et à la Recherche

M. Léon Diederich, M. Gaston Schmit, du Ministère de l'Enseignement supérieur et de la Recherche

M. Jean-Paul Hoffmann, Directeur de la radio 100,7

Mme Françoise Poos, Présidente du Conseil d'administration de la radio 100,7

Mme Céline Flammang, du Service des Médias et des Communications

Mme Joëlle Merges, de l'Administration parlementaire

Excusés : M. Lex Delles, M. Roy Reding, M. Serge Wilmes

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Présidence : Mme Simone Beissel, Président de la Commission

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1. Adoption du projet de procès-verbal de la réunion du 12 décembre 2016

Le projet de procès-verbal susmentionné est adopté.

2. Echange de vues au sujet du « cadre stratégique 2026 » de l'Université du Luxembourg (demande de mise à l'ordre du jour du groupe politique CSV du 19 décembre 2016)

La représentante du groupe politique CSV demande des informations au sujet du « cadre stratégique 2016 - 2026 » de l'Université du Luxembourg, qui a été présenté par l'Université en date du 15 décembre 2016.

M. le Ministre délégué à l'Enseignement supérieur et à la Recherche rappelle que la loi modifiée du 12 août 2003 portant création de l'Université du Luxembourg dispose dans son article 22 qu'il appartient au rectorat et au recteur de l'Université d'élaborer « la politique générale et les choix stratégiques de l'Université ». L'article 18 de la même loi dispose que ces choix stratégiques sont arrêtés par le conseil de gouvernance de l'Université. En l'occurrence, le conseil de gouvernance s'est réuni le 28 mai 2016 pour approuver le cadre stratégique susmentionné.

Eu égard à l'autonomie de l'institution, le Ministère de l'Enseignement supérieur et de la Recherche n'est pas impliqué dans l'élaboration dudit cadre, dont la seule responsabilité incombe à l'Université.

En se référant au document joint en annexe du présent procès-verbal, M. le Ministre explique que le « cadre stratégique 2016 - 2026 » s'articule autour de trois piliers, à savoir la numérisation, la mission européenne et l'ancrage au Luxembourg. Ces piliers s'inscrivent dans la continuité de la stratégie développée par l'Université au cours des dernières années. L'orateur explique que le cadre stratégique est un des éléments pris en compte lors de l'élaboration du quatrième plan quadriennal de l'Université pour les années 2018 à 2021, qui est en cours d'être élaboré.

Echange de vues

Une représentante du groupe politique CSV pose la question de savoir si le cadre stratégique susmentionné contient des éléments concrets qui ont un impact sur le budget de l'Université. M. le Ministre délégué explique que le document précité constitue un cadre général et ne fournit pas d'éléments qui ont un impact sur le budget de l'Université.

M. le Ministre délégué entend présenter à la Commission en date du 27 février 2017 les résultats de l'évaluation externe de l'Université, prévue par l'article 43 de la loi modifiée du 12 août 2003 portant création de l'Université du Luxembourg, qui est réalisée à un rythme quadriennal.

Un représentant du groupe politique DP estime qu'il serait utile que la Commission entende les explications de M. le Recteur de l'Université ainsi que de M. le Président du Conseil de Gouvernance de l'Université au sujet de l'évolution de l'institution. Il est convenu que la réunion afférente aura lieu après la présentation des résultats de l'évaluation externe susmentionnée.

3. Echange de vues avec les représentants de la radio 100,7

Mme le Président rappelle que l'échange de vues avec les représentants de la radio 100,7 donne suite à la visite de la Commission dans les locaux de la radio en date du 15 juin 2015.

En guise d'introduction, Mme la Présidente du Conseil d'administration de la radio 100,7 souligne les efforts entrepris au cours des dernières années pour améliorer la qualité et la professionnalité de la radio. Ces efforts se sont soldés par une augmentation des taux d'audience.

M. le Directeur de la radio 100,7 rappelle que la radio a comme mission de constituer une plateforme d'information, une plateforme culturelle, une plateforme de divertissement et une plateforme d'expression pour les organisations socioculturelles du Luxembourg.

En 2016, l'établissement comptait un effectif de 36,8 équivalents temps plein et d'une quarantaine de collaborateurs externes indépendants. La dotation budgétaire pour l'année 2017 s'élève à 5,95 millions d'euros. Le taux d'audience moyen sur la journée, tel que déterminé par l'étude « Plurimedia » de l'institut de sondages TNS Ilres, s'élève à 8,8 pour cent (parmi les Luxembourgeois âgés de plus de 15 ans). M. le Directeur souligne que pour l'année 2016, la radio est la seule radio de langue luxembourgeoise à audience croissante.

M. le Directeur évoque les points saillants pour l'année 2016, à savoir l'opération d'un nouveau site internet, un réajustement mineur de la grille des programmes et une réorganisation interne des rédactions, avec un rapprochement de la rédaction de l'information et de la rédaction culturelle. Du point de vue culturel, la radio a diffusé, au cours de l'année 2016, 250 concerts de musique classique, dont cinq transmissions en direct de grands concerts de l'Orchestre philharmonique du Luxembourg. La radio a fait enregistrer cent concerts au Grand-Duché, dont 42 à la Philharmonie, et a diffusé 225 heures de musique d'artistes luxembourgeois. Il est expliqué que la radio est reliée directement à la Philharmonie, ce qui facilite des retransmissions en direct.

En 2016, la radio 100,7 a mis à disposition à l'Union européenne de radio-télévision (UER) 27 concerts enregistrés au Luxembourg. Des concerts proposés par la radio 100,7 ont été programmés à 124 reprises par les membres de cette alliance de médias de service public. M. le Directeur explique que l'audience d'un orchestre tel que l'Orchestre philharmonique du Luxembourg se trouve multipliée grâce à l'adhérence de sa station à l'UER.

En tant qu'acteur culturel, la radio 100,7 met à disposition son grand studio pour l'enregistrement de performances de jazz. Elle est également l'initiatrice du prix de fiction radiophonique, dont une deuxième édition a été lancée au printemps 2016. Au total, la station a investi en 2016 un montant de 600.000 euros dans la production culturelle au sens large.

M. le Directeur évoque les grands chantiers de la radio 100,7 pour l'année 2017, à savoir une amélioration continue de la qualité et une plus grande professionnalisation de la programmation, ce qui va de pair avec la nécessité d'augmenter les moyens financiers et personnels. L'orateur signale que, d'après une étude de l'UER, le montant mis à disposition du service audiovisuel public se situe à 80 centimes par tête d'habitant au Grand-Duché, alors que la moyenne au niveau de l'Union européenne est de 3,15 euros par tête d'habitant. Afin d'améliorer la pénétration du territoire, notamment au nord du territoire du pays, la radio mise sur une deuxième fréquence qui lui a été attribuée en 2016 et dont la mise en service dépend de l'autorisation d'exploitation pour établissement classé afférente. L'année 2017

sera par ailleurs marquée par les négociations sur le renouvellement de la convention de financement pluriannuelle, qui vient à échéance en 2018.

En guise de conclusion, M. le Directeur soulève la question de savoir quelle évolution devrait prendre une radio de service public dans la société multiculturelle luxembourgeoise, sachant qu'elle ne dispose actuellement pas des moyens nécessaires afin d'offrir les programmes dans une variété de langues, ce qui serait pourtant nécessaire afin d'atteindre toute la population du Grand-Duché. L'orateur estime qu'une modification de la loi modifiée du 27 juillet 1991 sur les médias électroniques s'impose, notamment en vue d'adapter les missions de la radio 100,7 au paysage audiovisuel existant et aux défis de l'évolution démographique future.

Echange de vues

De l'échange de vues subséquent, il y a lieu de retenir succinctement les points suivants :

- Mme le Président s'enquiert du profil des collaborateurs de la radio 100,7.
- Plusieurs intervenants proposent de procéder, au cours d'une réunion future, à un examen approfondi de la loi modifiée du 27 juillet 1991, afin de déterminer les éléments qui mériteraient modification, puisqu'ils ne seraient plus adaptés au paysage audiovisuel actuel.
- Le représentant de la sensibilité politique « déi Lénk » se renseigne sur l'enveloppe budgétaire nécessaire pour que la radio 100,7 puisse remplir sa mission de service public et sur la proportion entre salariés fixes et collaborateurs « freelance ». L'orateur pose également la question de savoir si la radio entend augmenter sa présence sur internet, notamment par la mise à disposition de contenu vidéo.
- Une représentante du groupe politique CSV soulève la question du profil des membres du Conseil d'administration de la radio 100,7, notamment pour ce qui est de la représentation d'élus politiques au sein de cet organe.
- Un représentant du groupe politique LSAP s'enquiert des projets de la radio en vue de la mise en place d'une chaîne de télévision.
- Le représentant du groupe politique « déi gréng » se renseigne sur les concerts à l'affiche des festivals régionaux qui seraient retransmis par la radio 100,7.

Les réponses de M. le Directeur et de Mme la Présidente du Conseil d'administration de la radio 100,7 peuvent se résumer comme suit :

- Pour ce qui est du personnel, il est précisé que trois salariés ont quitté la radio au cours de l'année 2016. Ils ont été remplacés par des personnes en provenance du « vivier » de la station. Il s'agit, en l'occurrence, de jeunes collaborateurs « freelance » qui ont reçu leur formation de rédacteur au sein de la radio.
- M. le Directeur estime que la loi modifiée du 27 juillet 1991 précitée est le résultat d'un compromis conclu entre le groupe CLT-UFA, d'une part, le Gouvernement de l'époque et les éditeurs de presse nationaux, d'autre part. L'évolution qu'a connue le paysage audiovisuel luxembourgeois depuis lors montre que les prémisses à la base du compromis de 1991 ne sont plus valables, de sorte qu'un débat fondamental autour des grands principes de la loi modifiée du 27 juillet 1991 s'impose.
- Afin de répondre à ses propres attentes en matière de professionnalité et de qualité au cours de la prochaine période couverte par la convention de financement pluriannuelle, la

radio devrait disposer de moyens budgétaires permettant le recrutement de seize employés équivalents temps plein supplémentaires.

- Les services des collaborateurs « freelance » sont indispensables au fonctionnement de la chaîne, étant donné que le personnel de la radio ne peut dépasser un certain plafond.

- Le renforcement de la présence internet est souhaitable, mais n'est envisageable qu'avec la disposition de moyens financiers plus importants. L'exploitation d'une chaîne de télévision ne figure pas parmi les projets de la radio 100,7, à moins que les pouvoirs publics n'en décident autrement.

- Pour ce qui est des missions définies dans la loi modifiée du 27 juillet 1991 précitée, M. le Directeur estime que la vocation de servir de plateforme aux organisations socioculturelles a changé à l'ère numérique, où ces associations disposent toutes de leur propre site internet par lequel elles peuvent présenter leurs activités. L'orateur estime que la mission principale d'une radio de service public devrait consister à assurer un service universel (« Grundversorgung ») en matière d'information et de culture, et ce pour toute la population résidente.

- La radio entend élargir son offre en proposant des programmes dans une langue autre que le luxembourgeois, c'est-à-dire soit en français, soit en anglais. La station compte parmi son équipe trois à quatre personnes qualifiées pour pouvoir présenter des programmes en anglais. Par ailleurs, la radio propose d'ores et déjà une émission quotidienne de musique et d'actualités en langue anglaise.

- Le Conseil d'administration de la radio est composé du président, de quatre membres représentant l'Etat et de quatre membres choisis parmi les personnalités représentatives de la vie sociale et culturelle. Le défi consiste à trouver des personnalités disposant des compétences nécessaires pour contribuer à faire avancer la radio vers plus de qualité et de professionnalisme.

- Pour ce qui est de l'ambition de professionnalité de la radio, les responsables de la radio renvoient aux contraintes qu'ils ressentent au niveau de la situation du personnel. Ainsi, l'établissement ne dispose pas des capacités nécessaires pour créer et gérer un département d'archivage, alors qu'il y serait obligé selon les dispositions du projet de loi sur l'archivage (doc. parl. 6913). Des pénuries de personnel pourraient également se présenter à la rédaction musicale et à la programmation.

- La radio entretient des coopérations régulières avec le « Saarländischer Rundfunk », le « Südwestfunk » et la radio de service public de la communauté germanophone de Belgique. Des prises de contact ont été effectuées avec les radios du service public wallonnes et françaises.

- Lorsque la radio diffuse des concerts enregistrés lors d'un festival au Luxembourg, un contrat de partenariat est conclu avec l'organisateur du festival, qui s'engage à trouver un accord avec les artistes concernés pour ce qui est des droits de diffusion. La radio 100,7 rémunère les droits de diffusion. L'enregistrement de tels concerts est en règle générale effectué par des collaborateurs techniques externes.

4. Divers

Aucun point divers n'est abordé.

Luxembourg, le 30 janvier 2017

Le Secrétaire-administrateur,
Joëlle Merges

Le Président,
Simone Beissel

Annexe :

Document pdf : Strategic Framework for the University of Luxembourg 2016 - 2026

Strategic Framework for the University of Luxembourg 2016-2026

Target Audience and Purpose of this Paper

This paper has been submitted by the Rectorate of the University to the University Council for consultation and to the Board of Governors for decision on the strategic framework for the next decade 2016-2026.

Based on an institution-wide collaborative process from idea generation to structuring and editing, this document outlines a vision and a coherent high-level strategy for launching the upcoming four-year plans.

The Members of the University's Management Team support the vision outlined in this paper and will actively engage academic and administrative staff in both the execution of this strategy as well as the monitoring of the outcomes.

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1. Current Situation – Where Does UL Stand Today?

1.1 Mission

The University of Luxembourg's (UL) mission as a young research university is to achieve the highest standards of international excellence in research and teaching, while also fully meeting its distinctive responsibilities as the country's sole public institution of higher education.

Like other Universities, it is committed to inviolable foundational principles of human dignity, liberty, equality and rigorously protects academic freedom. UL endorses a climate of free and open discussion and encourages critical thinking and defends the autonomy of both students and researchers as necessary foundations of an innovative and knowledge-based society and economy. It provides a unique forum for the development of the cultural, political and social dialogues that are the lifeblood of a mature democracy.

- UL supports both fundamental and applied **research** as central to its mission. The production of knowledge, which will always remain the prime mission of a university, implies creativity enhancing conditions allowing a focus on the essentials, as it needs the freedom to experiment and to devise innovative, special and disruptive solutions. Beyond disciplinary approaches, interdisciplinarity is a cornerstone of the institution's research profile. As a young university, UL is particularly well placed to foster innovative new areas of research, breaking conventional disciplinary boundaries.
- UL attracts excellent **students and staff** who take advantage of its location in the heart of Europe, its first-class infrastructure, its proximity to economic and political decision-makers and to the European institutions. It provides the services and structures that assure quality teaching and research, offers individual tutoring and enables international academic mobility. UL students and staff have the opportunity to develop the skills, judgement and independence necessary to be engaged citizens and to assume active leadership roles in societal and economic life.
- As an important actor in Luxembourg's societal and economic life the University promotes an **academic and scientific culture** that serves and strengthens the country and its position in Europe and beyond. UL develops activities in fields that contribute to priority areas of national social and economic development, for the benefit of the competitiveness of Luxembourg.

Embedded in a culturally diverse environment, UL is a unique laboratory of intercultural collaboration and institution building. It is a European hub for research and teaching and well integrated in a framework of international partnerships. Its multilingualism is an important characteristic of the University, enriching both

teaching and research through the unique plurality of perspectives that it embeds in the culture of the institution.

1.2 Achievements

UL has developed into a well-established university with a remarkable track record after only 12 years of existence. Since its foundation in 2003, it has established three faculties with 11 research units as well as two Interdisciplinary Centres (IC), and has attracted highly talented researchers, students and staff members from over 110 different countries of the world.

For its first decade, UL adopted the following research priorities: ICT, Biomedicine, Computational Sciences, (European) Law, (International) Finance, and Educational Sciences. Its research success has materialised in numerous publications in top ranked international journals and an impressively high citation and download rate for a young university. UL researchers have been able to claim prestigious awards and research grants, in and across disciplines, with currently five ERC grants and five PEARL chairs. UL has excelled in raising competitive funding from European-wide programmes such as the Horizon 2020, while also consistently securing a substantial portion of awards under national funding schemes.

In teaching, UL has successfully achieved a symbiosis of research and teaching, giving special care to research-based teaching. The University has established attractive teaching programmes at the bachelor and master levels (with academic and professional orientations), developed cutting edge doctoral education programmes, and created lifelong learning programmes covering a variety of different fields of study.

In international outreach, UL has established worldwide partnerships with globally leading institutions in research and teaching. In national outreach, UL maintains close collaborations with Luxembourg's economic stakeholders, governmental agencies and non-governmental organisations, as well as with public institutions such as schools and hospitals. Researchers from all fields have successfully conducted research projects with various European institutions. Further, UL has successfully relocated to the Cité des Sciences at Campus Belval, enjoying state-of-the-art facilities and close proximity to other national research institutes.

In summary, the University has achieved recognition for a broad range of internationally competitive and locally relevant academic activities over the past decade. The University's successes are recognized by the 2015 Times Higher Education (THE) Global University Ranking, placing UL 14th among the 100 best young universities founded over the last 50 years, and 193rd among the 800 best international research universities. It has also been recognised by THE as the most international among all European universities.

2. Future Situation – Where Does UL Want to Go Over the Next Decade?

2.1 Vision

Over the course of the next decade, UL aims to create a new model of a European research university for the 21st century with a distinctly international, multilingual and interdisciplinary character.

UL will sharpen its profile with a focus on the generation and transmission of knowledge at the forefront of the unknown. It aspires to be recognized worldwide for its innovative power and academic successes in selected areas and its contribution to the economic, social and cultural development of Luxembourg.

Going forward, UL will be shaped by three strategic pillars: the commitment to digitalisation; its strength as the most international university in Europe and its sustainable integration into Luxembourg. Together, these pillars form the distinctive framework by which UL will uniquely project itself on the national, European and international stages.

Driven by the pioneering spirit of all its members, and well connected to a wide network of national and international partners, the University seeks to develop a strong community, based on a shared sense of purpose and belonging for its students and staff.

2.2 Guiding Principles

For achieving the vision, the University will rely on a set of **guiding principles** to drive change and enable a forward looking culture.

- A **research mind-set**, driven by the concept of academic freedom, highest standards of research integrity and based on critical thinking and openness to change.
- An **entrepreneurial spirit**, characterised by an opportunity seeking, pro-active and responsible risk taking behaviour which encourages learning from set-backs, endeavouring to improve and change.
- **Openness to diversity**, providing equal opportunity to all members and allowing for an inter-disciplinary fertilization of ideas.
- **Respectful collaboration** within heterogeneous teams for interdisciplinary and innovative research, between administrative, scientific and technical units as well as with institutional partners and political stakeholders.
- **Quality enhancement** by relying on evidence-based internal and external evaluations based on adequate processes and benchmarks.

- **Transparency** in decision-making based on a university wide dialogue fostering trust and enabling open discourse, informed decision-making at appropriate levels and effective execution.

2.3 Living Academic Freedom

Academic freedom is a cornerstone of an autonomous University and an indispensable element that enables the University to play its role as an independent actor in society giving voice to a scientific view on tomorrow's challenges. The University's vision includes freedom of thought and expression, as well as the freedom of the individual scholar to experiment with innovative, ground-breaking new ways of research. From an institutional perspective, the University has the responsibility to define focus areas, which will shape its profile to the outside world and increase its international visibility.

UL acknowledges the fact that specific missions may be entrusted to it by the Luxembourgish government. It is ready to take this responsibility provided that there is a common understanding that such missions (1) fit into the scientific profile of the University (2) receive an adequate funding and (3) provide for the execution of the mission under the responsibility of the University, following its academic quality standards and processes.

2.4 Benchmarking and Performance Indicators

In order to assess its progress, UL will carry out continuous benchmarking and monitor key performance indicators in the areas of research, teaching/learning, socio-economic impact, as well as internationalisation and identity building (see appendix).

By the end of the decade, UL can be expected to have achieved a sustainable position among the top ten young universities in world.

3. The Strategic Pillars – What Makes UL Distinctive?

The implementation of a strategy to realise the vision of the new model of a European research university for the 21st century relies on three pillars, which jointly differentiate UL from comparable institutions: the commitment of the University to digitalisation, its strengths as the most international university in Europe and its sustainable integration into Luxembourg.

3.1 Strategic Pillar 1: The Commitment to Digitalisation

Digital technologies have profoundly transformed world-class research, teaching, and knowledge transfer. The ubiquitous presence of digital tools in public, professional and private life combined with artificial intelligence, high computing power and data storage have redefined the type of questions that can and need to be addressed. UL has to actively engage in this process and take an internationally leading role in digital research, knowledge creation and knowledge transfer, targeting a major impact on Luxembourg's society and economy.

The University will take up the assets of a country that now already has an excellent IT infrastructure in order to shape a learning and research environment in which IT tools are used in a way that creates a real added-value in research and teaching. Digitalisation as a central pillar fits particularly well with the national digital strategy in which the University will play a key role. It will provide the essential knowledge base and train highly skilled people.

UL aims to educate tomorrow's leaders in a global digital society. It has to provide a teaching and learning environment where computational skills and digital literacy will be a central element in all disciplines, from natural sciences to humanities and social sciences. Implementing innovative technology-enriched learning environments for the efficient acquisition of these skills attracts the best students to Luxembourg. The focus on digitalisation and computation also adds an entrepreneurial dimension to UL, making it a trusted and preferred partner both for industry and for governmental stakeholders.

3.2 Strategic Pillar 2: The Strengths of the Most International University in Europe

UL can successfully leverage its position as the most international university in Europe (according to the 2015 THE ranking) by establishing itself as a hub of research and a major gateway for wider international partnerships. It undertakes research and teaching in Europe, about Europe and for Europe, and seeks to contribute to the development of the European identity transcending national identities without aiming to replace them.

Luxembourg holds a central position in Europe. It has strong European institutions, a strongly internationalised financial sector, a highly competitive economy and is a melting pot of diverse academic and cultural traditions. This provides a stimulating learning environment for students interested in international law, transnational trade or cross-cultural policy development. Partnerships can be strengthened with prominent European Institutions located in Luxembourg, such as the European Parliament, the Court of Justice of the European Union or the European Investment

Bank as well as with financial institutions and industry partners. Joint programmes with these institutions will offer unique research and educational opportunities. Engaging with key decision-makers, the University will provide its students with real world experiences that are needed for tackling the challenges of an increasingly global economy.

Languages provide access to the world. With French, English and German as official languages, UL will become an ideal place for students and researchers to benefit from linguistic and cultural diversity. Research projects and curricula in European and comparative law, politics and economics, contemporary and European history and social inequality and cohesion offer a “European lab”, uniting people with different cultural backgrounds and languages. Students and researchers will be prepared for the challenges of the future that accompany international mobility, global entrepreneurship and a need for sustainable technologies beyond national boundaries.

Developing as a preferred European hub and gateway for international research cooperation, UL will leverage Luxembourg’s first class ICT-infrastructure, e.g. state-of-the-art data centres or ultra-high-speed Internet connections, as well as the new University campus in Belval. UL will be positioned as an attractor, coordinator and provider of infrastructure of high-profile international research collaborations in highly competitive research areas such as IT, biomedicine, material science, as well as digital humanities and social sciences.

3.3 Strategic Pillar 3: The Sustainable Integration into Luxembourg

As the first and only public university in the country, UL is becoming an internationally recognised knowledge resource and motor for the national system of research and innovation. Given its high academic standards as well as its international connectedness, UL assumes a naturally leading position on the Luxembourgish research landscape, including its primary role in the provision of doctoral education. Assuming its distinctive responsibility, UL seeks out and develops cooperation with other research institutes and stakeholders in Luxembourg, as well as with partners in the Greater Region. UL also has a particular responsibility in the field of education, shaping the minds of tomorrow and educating tomorrow’s leaders of Luxembourg, as well as of the Greater Region and beyond.

As a highly dynamic and particularly well-placed educational institution, UL acts as a role model and consultant for national schools, providing examples of innovative and cutting-edge approaches to teaching and learning. Attracting the best national and international students is a central goal of UL. UL integrates the needs of Luxembourg society into its training and educational programmes and conducts research that generates significant new insights at the national level, putting Luxembourg into larger European and international comparative perspectives.

By trusting in the transformative power of ideas and human intelligence, and by cultivating open-mindedness, innovation and cross-cultural competences, UL clearly contributes to the competitiveness of Luxembourg and its institutions. It is an important pillar in the national economic strategy, as well as a central part of the Grand Duchy's economic diversification policy. UL will disseminate its knowledge in order to facilitate debate and discussion as an essential part of the public sphere, informing decision-makers and providing a forum for reflection on sustainable social development. Therefore, UL continues to develop a strong identity and visibility embedded in the national context, and aspires to be recognised as a key asset of the country.

4. The Strategic Impacts and Guidelines – How Will UL Realise its Vision?

The vision based on the three strategic pillars will be realised through the adoption of an integrated series of measures over the next decade, having an impact on all areas of the University. The following chapter will define the majors impacts on research, teaching, socio-economic activities and administrative evolution, as well as providing guidelines for the underlying strategic projects.

4.1 Strategic Impacts and Guidelines for Research

- UL adheres to the research priorities as defined in the current four-year plan (2014-2018). In view of the next four-year plan, it will engage into an assessment of the existing research activities. In order to sharpen its profile, the University will define a very limited (no more than 5) number of top-tier focus research areas on the basis of the following criteria:
 - Alignment with the three strategic pillars
 - Critical mass through past efforts and investments
 - Reputation and international scientific visibility
 - Impact and potential for achieving international leadership

Linked to this overarching approach and using the same criteria, a similar sub-process of sharpening the research profile will take place in the faculties and ICs. They will also define a limited set of focus areas in order to increase the visibility of the major constitutive parts of the University.

- UL will continue to promote long-term curiosity driven research alongside demand driven research with an interdisciplinary approach and create innovative models for collaboration among various disciplines and with public and private institutions.

- UL will federate the doctoral schools organised within the faculties and seek to collaborate with other national and international research institutions to ensure positive mentorship, quality assurance and placement of PhDs in leading research institutions or entrepreneurial endeavours.
- UL will leverage its geographical as well as its multi-lingual and multi-cultural position to become a major global gateway to Europe for academic partners, researchers and students as well as a hub for trans-European and international research networks.

4.2 Strategic Impacts and Guidelines for Teaching

- UL will strengthen its concept of research-based teaching. It will review and improve its study programmes on a regular basis in the light of
 - UL's research focus areas as described above,
 - developments in the international research and teaching environment,
 - national socio-economic needs and
 - possible collaboration with other providers of higher education.

Study programmes shall assure low drop-out rates and a high student employability in Luxembourg and abroad.

- UL will target a further increase of the graduate student population by offering attractive Master programmes, which are either highly specialized and aligned with the University's research focus areas or of high socio-economic importance for the country and the Greater Region.
- UL will develop digitally enhanced teaching and learning, enriching the on-campus experience as a priority.
- UL will foster the acquisition of transversal skills, such as languages, entrepreneurial skills and digital literacy for all students.
- Drawing on its European and international resources, UL will further enhance mobility opportunities at all levels.
- UL will rely on rigorous quality assurance of its teaching and seek international accreditation for the University.

4.3 Strategic Impacts and Guidelines for Socio-Economic Activities

- UL will attract entrepreneurial-minded students and researchers from around the globe. It will help to generate spin-offs and start-ups, IP rights

dissemination, as well as collaborative research. UL will also facilitate the further development of a highly skilled workforce to sustain the knowledge-based economy of the country.

- UL will stimulate collaboration with industrial partners, the country's national institutions and research institutes wherever possible. It will build and strengthen partnerships with EU and international institutions within and outside of Luxembourg.
- UL will promote and contribute to initiatives and debates that foster an academic and knowledge culture in Luxembourg. Based on the research strengths of the University, it will systematically strengthen its advisory and knowledge transfer activities and encourage evidence-based policy-making.
- As a sizeable and growing institution, UL steps up to its responsibility as a major employer, a key developer of the country's southern region and hence a contributor to social cohesion and economic development.
- UL will further proactively encourage the successful establishment of an alumni culture within and beyond the University, sustaining lifelong links with the institution and the country.

4.4 Strategic Impacts and Guidelines for Administration

- UL will develop a modern accountable governance of its constituent bodies ensuring support and autonomy in executing its vision.
- It will sharpen roles and responsibilities of faculties and ICs and implement possible new forms of organisational set-ups. Decentralisation and delegation of execution will become cornerstones in the future operating model of the University.
- After a period of continuous growth of the institution, UL will review its planning, communication and management processes in order to shape clear accountabilities, enable evidence-based decision-making, cost transparency and ease administrative processes by automation whenever appropriate.
- UL will develop a suitable language policy following the principles of an international research and multi-lingual university
- UL will emphasise talent management through a modern HR policy enabling the recruitment, development, promotion and retention of academic and administrative talent in line with international standards.
- The provision of sustainable funding commensurate with the growing needs identified in the present strategic vision is a necessary condition for its

success. UL expects the government to remain the most important source of funds and incremental budgets, which will be made available in the four-year plans. Furthermore, UL will actively target the acquisition of additional funding from competitive public sources, corporate sponsorships and philanthropic donations, both locally and internationally.

5. Conclusion

The University will lead its students, staff and stakeholders into a new decade of innovation: one that embraces the legacy and foundation built over the last 10 years, yet anticipates a future reshaped by its commitment to digitalisation, its sustained status as the most international university in Europe and its aspiration to become a recognized key asset of Luxembourg. These are the differentiating pillars upon which a vision and a united desire has been built, namely to become a model European research university of the 21st century.

This document infuses the vision and strategic pillars with meaning while setting out impact and guidelines for the future strategic projects UL is about to launch. Equally important has been the institution-wide collaborative process of strategic reflection, that has resulted in this document. It produced clear evidence that the shared sense of purpose and desire to belong to an extraordinary institution such as the University of Luxembourg is alive and well, driving the institution and its members forward.

Appendix

In order to assess its progress, UL projects to monitor the following indicators:

1. Research
 - a. Citations
 - b. Publications in top ranked journals
 - c. Awards, prizes
 - d. Competitive funding (at national and international level)
2. Teaching / Learning
 - a. Bologna Index
 - b. Drop out rates
 - c. Employability
 - d. Ratings in course evaluations
3. Socio-economic impact
 - a. Partnership funding
 - b. Patents and licenses
 - c. Committed reports and monitoring studies
4. Internationalisation and identity building
 - a. Internationality of staff and students
 - b. Student satisfaction
 - c. Staff satisfaction

With continuous progress on all of these indicators, UL can be expected to achieve a sustainable position over the coming decade among the top ten young universities in the global THE ranking (in its current composition).