G8 Working Group
Science of Science Policy Meeting

French update
CNRS

Arlington, 3-4 Nov 2008
What is CNRS?
The Centre National de la Recherche Scientifique (National Centre for Scientific Research) is a government-funded research organisation, under the administrative authority of France’s Ministry of research. The CNRS carries out research and leads it to the benefits for the society.

People:
- 30,000 staff:
  - non permanent (3,900);
  - permanent (26,100): 11,700 scientists, 14,400 engineers and technical staff

Budget 2007
€ 3,080 million: 81.6% from direct State subsidy

Salaries represent more than 65% of the expenditures in 2007
CNRS is present at the front side of research

- **More than 1,250** research and service units (90% are joint laboratories with Higher Education, national or European or international Institutes, private companies).

- **2,649 principal patents**, 9,804 with extensions, 1,057 active licences and 2,100 industrial contracts open with companies.

- **246 innovating companies** have been created since 1999.

Source: Dir Com 2007
CNRS deals with all knowledge areas

- **Six research Departments:**
  - (MPPU) - *Mathematics, Physics, Earth Sciences and Astronomy*
  - (Chimie) - *Chemistry*
  - (SDV) - *Life Sciences*
  - (SHS) - *Humanities and Social Sciences*
  - (EDD) - *Environmental Sciences and Sustainable Development*
  - (ST2I) - *Information and Engineering Sciences and Technologies*

- **Two national Institutes:**
  - (IN2P3) - *National Institute of Nuclear and Particle Physics*
  - (INSU) - *National Institute of Earth Sciences and Astronomy*

- **One institute dedicated to communication:**
  - (ISCC) – *CNRS Institute in Communication Sciences*
The main missions of CNRS

- To enhance the knowledge areas and to develop an interdisciplinary fundamental research

- To contribute to the application and promotion of fundamental research results and to participate to the economic development

- To support the communication of the advanced knowledge among the education area as well as public understanding

Scientific key subjects of the Strategic Plan

- The origins of planets and living systems
- The Earth : usage, crisis, society
- Energy
- Nanosciences, nanotechnologies
- Information, image, communication
- Neurone, brain, consciousness and sociability
The evolving context of CNRS
The new reporting environment – towards performance evaluation

- New law: LOLF - organic law relative to the finance laws (management of the public expenses)
- A three year budget instead of a yearly budget
- Different reporting: LOLF indicators; outputs frameworks
- Growing importance of contractual relationships and networks

New CNRS strategic plan / delivery plan process

- Towards a new balance between programmes or projects funding and institutional funding
- New context with partners (autonomous Universities, RTRA, PRES, Carnot, …)

A new organisation of CNRS is under construction
The context of CNRS

The CNRS strategic plan « CNRS 2020 » : validated in June 2008

Transitional period for organization :
Towards nine institutes ?

On going process to build up the COM
State-CNRS contract 2009-2013

COM – Objectives and resources agreement
The performance process

**Document : Stratégie 2020 du CNRS**

**Goals**

- Pertinent et significant
- Useful
- Strong
- Auditable

**Indicators**

- Qualitative
- Quantitative

**Follow-up**

Milestones and deliveries

The goals are operational objectives that are fixed for the 5 year delivery plan; actions are the way to reach the aim and contains evidence.
The new focus questions

- International partnerships
- European partnerships
- Industrial partnerships

Scientific areas:
- The Knowledge Frontier
- Planet Issues
- New Technologies

University environment

Society
- Public understanding

Facilities
- Platforms
- Networks

AERES
ANR
...

3-4 nov. 2008, A. LE GUEN
The emerging questions
The multiple stages of contracts

Ministry of research → Contract: Objectives / indicators → CNRS

Objectives / indicators

INSTITUT

Objectives / indicators

.../...

INSTITUT

Objectives / indicators

INSTITUT

Objectives / indicators

INSTITUT

Objectives / indicators

unit

.../...

unit

unit

+ coherence of each strategy

+ global evaluation
The multiple stages of contracts

Ministry of research

National scientific strategy

LOLF

Contract

Kind of COM

CNRS

Not defined yet

CNRS is operator AND agency

Universities

+ coherence of each strategy!
# The performance follow up - questions

- How many indicators (granularity)? Long term results / short term fundings
- Quality management? Space for creativity? Risky and blue sky research?

- Management of strategy
- Management of programmes (disciplinary and interdisciplinary programmes)
- Management of projects
- Management of human resources: assessment of researchers and engineers and administrative people

New information system to collect the indicators (+ national common data bases ?)

New methodology
- To describe the tasks, conditions and instruments of strategic planning and to assign them to the different parts of the organisation
- To collect proofs of scientific results linked to the objectives
- To collect proofs of administrative performance
The performance process - questions

• How to support of the ongoing CNRS monitoring and evaluation work?

• How to provide appropriate and timely quantitative and qualitative information for assessing outcomes and impacts of interventions?

• How to manage specific indicators for each institute? Global coherence?

• How to contribute to the future strategy and policy development of CNRS?
Thank you for your attention!