introduction		deliverable	
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Euraxess Action No.	ITEM No.	Actions	Manager	Operational Manager	Deliverables	Indicators	OTM-R	CoARA link	Start Date	Initial Deadline	Action Status	Comments	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4
AXIS I. STATUS AND SUPPORT FOR DOCTORAL AND POSTDOCTORAL STUDENTS																												
	1.1	**Supporting doctoral and postdoctoral students in relation to their career plans**																										
3	1.1.3	Revise the doctoral charter in accordance with the decree of May 26, 2016 (doctoral charter) by incorporating HR-related elements and ensuring its widespread implementation	VP Doctoral Strategy	Research and Valorization Department	Doctoral Charter		X	X	Jul-16	Jun-17	Extended	Attached documents Continuous improvement																
4	1.1.4	Organize and implement cross-disciplinary training initiatives to support the development of the doctoral student's career plan	VP Doctoral Strategy	Research and Valorization Department	a) Update of the training program b) Individual Training Agreement	Number of training initiatives Participation rate of doctoral students --> Target: 100% of doctoral students who confirm they have earned 5 credits in the post-thesis preparation component.			Jul-05	Dec-18 (a) and Dec-18 (b)	Extended	Link to the PhD program website: http://doctorat.univ-lorraine.fr/fr/etre-doctorant/formations Tutorial: https://youtu.be/GO2n1NxpHsM Indicators/Training File: Continuous Improvement															
5	1.1.5	Improve the professional monitoring of the doctoral student throughout their program within the framework of the thesis monitoring committee, allowing for a joint approach to the supervision of doctoral student and their scientific work	VP Doctoral Strategy	Research and Valorization Department		Number of thesis supervision meetings held in year N for doctoral students			janv-18	Dec-20	COMPLETED	Action (indicator) completed following the decree making the Individual Monitoring Committee mandatory																
6	1.1.6	Promote doctoral student mobility	VP Doctoral Strategy	Office of Research and Valorization	List of partner universities and companies	Number of mobility periods during the thesis under the DREAM program (≥ 2 months) Number of mobility months (≥ 2 months) awarded/funded --> target: 100% of funds used for mobility			Jan-18	Feb-19	Extended	DREAM Indicators File Continuous Improvement																
9	1.1.9	Increase the number of spaces dedicated to welcoming doctoral students in the social sciences and humanities	VP Doctoral Strategy	Research and Valorization Department	Inventory of dedicated rooms/spaces	Percentage of doctoral students aware of the existence of these dedicated spaces for the social sciences and humanities --> Target: 100% of doctoral students informed *(survey to be conducted in late 2024, after the Rabelais space opens)*			Jan-18	Dec-21	Extended	Over 350 m²: - Libération Building - 3rd floor: Room 326, 35 m² (4 workstations); - Maison de la Recherche, Rue Baron Louis – 3rd floor: a 75-square-meter open space for CEREFIGE doctoral students with 12 workstations; - Espace Rabelais – 2nd floor: 4 coworking spaces ranging from 36 to 80 m² with 28 workstations, communal seating, and lockers															
51	1.1.10	Develop a "PhD Student Guide" compiling all information and tools necessary for the successful completion of a PhD, and distribute the printed guide in 2025	VP Doctoral Strategy	Research and Valorization Department Doctoral Center	Guide - Production of supplementary documents for the website (Dec 2024)	Number of guides distributed at the start of the school year Number of monthly visits to the website over the course of a year --> Goal: Increase in the number of visits following the implementation and distribution of the supplementary printed document			Jan-22	Dec-24	Extended	The doctoral program website: http://doctorat.univ-lorraine.fr is a permanent resource. Printed handouts supplement the existing information																
52	1.1.11	Expand the offering of cross-disciplinary e-learning courses, particularly for employed doctoral students	VP Doctoral Strategy	Research and Valorization Department Doctoral Center	E-learning modules	Number of modules available online --> Target: Each section must have at least one online course (one module) Enrollment Rate --> Target: 100% of available spots filled (for modules with limited enrollment)			Jan-23	Dec-26	Scope	Specifically for employed doctoral students and those outside Lorraine																
53	1.1.12	Promote the use of the doctoral student portfolio by raising awareness and providing support to doctoral students—work in conjunction with the competencies to be demonstrated under the RNCP—raise awareness among thesis advisors	VP Doctoral Strategy	Research and Valorization Department Doctoral Center	Awareness-raising initiatives/Training	Number of doctoral students who actually use the portfolio (where the identified "key" fields are completed) --> target: 35% Participation rate in training sessions dedicated to portfolio use --> target: +10% per year from 2023 to 2026		X	Jan-22	Dec-26	In progress	See CoARA Engagement Plan Portfolio published online, training programs implemented Continuation of Action 1.1.7 Awareness-raising to promote widespread adoption among doctoral students																
54	1.1.13	Analyze and familiarize yourself with the postdoctoral program map at UL	VP Research VP Human Resources	Research and Valorization Department Human Resources Department	CS/G10/LUE Action Plan	Percentage of Europeans Percentage of French nationals --> Target: aim for 10% Europeans by 2026 Postdoctoral researchers: By contract type (postdoc, ATER 2.3 and 2.6, senior researchers), by funding source, and by geographic origin --> Goal: Increase the number of postdoctoral positions across all categories			Jan-22	Dec-23	In progress	Continuation of Action 1.1.1																
55	1.1.14	Establish a status for postdoctoral researchers in accordance with the LPR	VP Research VP Human Resources	Research and Valorization Department Human Resources Department	Post-Doc Management Regulations (Board of Directors, March 13, 2022) + Guide to Best Practices for Recruiting Contract Researchers	Number of training accounts opened per year or Number of requests to use the training account or utilization rate --> Target: to be defined later Percentage of postdoctoral researchers informed of the training offerings --> Target: 100% of postdoctoral researchers informed	X		Jan-22	Dec-23	In progress	Continuation of actions 1.1.2 and 1.1.8																

56	1.1.15	Consolidate the policy for welcoming and integration policy for postdoctoral researchers at the Lorraine site in collaboration with EPSTs, particularly for international PhDs	VP Research VP Human Resources VP International Relations CCOSL	Research and Valorization Department Human Resources Department Office of International and European Relations HARMOLOR/CORIS	Action Plan for the Lorraine Campus Joint Welcome Guide with the EPSTs				Jan-24	Dec-26	COMPLETED	Action abandoned
57	1.1.16	Offer a range of cross-disciplinary training courses to postdoctoral researchers	VP Research VP Human Resources VP Doctoral Strategy	Research and Valorization Department Human Resources Department	Training modules offered Research-oriented training program for postdoctoral researchers in English (competitive exams, research projects, post-postdoc, etc.)	Number of postdocs who have completed the modules			Jan-24	Dec-26	TO DO	In addition to the UL training catalog => View Offer postdocs on hold/LPR
58	1.1.17	Support postdoctoral researchers in their transition into academic and non- academic careers during their postdoctoral contract	VP Research VP Human Resources	Research and Valorization Department Human Resources	Management Regulations Approved Training Pathways UL Programs (for Innovation, Entrepreneurship, and Polaris)	Number of postdoctoral researchers supported			Jan-23	Dec-26	In progress	
	1.2	**Best practices in recruitment**										
10	1.2.1	Identify and establish existing best practices to be sustained according to the specific characteristics of each discipline, and implement a long-term quality approach for recruitment (including job postings)	VP Doctoral Strategy	Research and Valorization Department	Best Practices Guide Video on implicit biases (included in the guide)	Recruitment procedure for institutional contracts only ==> Recruitment process to be extended to other doctoral contracts. Initially, % of funded permanent contracts following the procedure --> Target: 80% within 3 years	X		Jun-15	Dec-21	Extended	Survey and reporting of CLED educational institutions' practices. Continuous improvement
11	1.2.2	Systematize open international recruitment calls for doctoral and postdoctoral students (when relevant to the research unit)	VP Doctoral Strategy	Research and Valorization Department	Digital platform for publishing thesis topics	Percentage of publications on ADUM with extended publication on ABG-Euraxess and Campus France --> Target: 100% of posts on ADUM, with additional posts on ABG- Euraxess and Campus France	X		June 16	June 20	Extended	PhD Student Section = thesis opportunities at UL, Campus France (facilitated + recommended), and Euraxess (recommended) Required by the LPR for postdocs Continuous improvement
12	1.2.3	Inform candidates about employment opportunities and procedures within the institution as well as at partner institutions	VP Doctoral Strategy	Research and Valorization Directorate	Guide to Academic Employment at UL Systematize the distribution to doctoral students via a mailing list for EC, ATER, and BIATSS recruitment campaigns	Number of doctoral students participating in "Doctoral Skills" --> target: 90 doctoral students participate in "Doctoral Skills" (70 in 2023)	X		Sept-19	Sept-20	Extended	PhD Student = PhD-Level Skills (Within the academic system) IGR and EC job openings on the UL website + HR Newsletter Continuous Improvement
13	1.2.4	Expand the use of the Doctoral Contract when recruiting doctoral students	VP Doctoral Strategy	Research and Valorization Department	Doctoral Contract	% of doctoral contracts signed per year --> Target: 90% of doctoral students funded by the UL	X		2015	Dec-21	Extended	Regulations for managing contract researchers; HR procedures coordinated with the HR Director for contract doctoral students (assignments/temporary positions, termination) Continuous improvement
59	1.2.5	Map (List existing sources and areas of potential) funding sources in the social sciences and humanities that enable the transition mandated by the LPR to alleviate the precarious situation of HSS doctoral students	VP Doctoral Strategy	Doctoral Office/CLED/CS	Action plan to be coordinated with DEPAS (CIFRE, Regional Call for Proposals: Doctor in Industry, private-law doctoral contracts)	Percentage of doctoral students funded by a contract dedicated to research and initial training --> target: +20% over 3 years (starting in 2023)			Jan-23	Dec-26	TO DO	Actions to be taken subject to available resources: outreach to companies (e.g., CIFRE Day)
60	1.2.6	Strengthen the student recruitment policy at the Lorraine campus in collaboration with the EPSTs, particularly regarding international students	VP Doctoral Strategy VP Research	Doctoral Center International and European Relations Department HARMOLOR Working Group International/CORIS	Action plan to be approved for the Lorraine CORIS site, launch of the Feel Français platform for international doctoral students	Number of joint initiatives carried out after 3 years --> target: at least one action per year			Jan-24	Dec-26	COMPLETED	Action abandoned
	1.3	**Training Supervisors / Thesis Advisors**										
14	1.3.1	Enhance the capacity to supervise doctoral students by encouraging young researchers to pursue the HDR	VP Research	Research and Valorization Department	Training Plan	Number of HDR theses defended at UL per year --> target: 70 HDRs/year (in 2023, 60 HDRs) Number of ACTs per year --> target: 160 ACTs/year (in 2023, 173 ACTs)			Jan-15	Dec-21	Extended	Amendment to the ACT Regulations encouraging a shift toward HDR (CS of May 28, 2019) SDAR Indicators File Continuous Improvement
15	1.3.2	Improve the quality of doctoral supervision by thesis advisors by prioritizing joint training initiatives with partner EPSTs and promoting this participation	VP Doctoral Strategy	Research and Valorization Department	Doctoral Supervision Training	Number of people trained each year --> Target: 100% of ACTs trained			Sept-16	Dec-21	Scope	Supervisor training report to be submitted Systematic information on doctoral supervision training during the 1st ACT Work still needed on promotion Continuous improvement

61	1.3.3	Develop a "Supervisor's Guide" compiling the information and tools necessary for the smooth progress of the thesis	VP Doctoral Strategy	Doctoral Center Lorraine Council of Doctoral Schools	Updated Supervisor's Guide (print and online)	Number of guides distributed Number of trained supervisors receiving the guide, --> Target: 100% of trained supervisors receive the guide			Jan 24	Dec 25	In progress	Related to the PhD Action Plan, "Supervisors" section on the PhD website: http://doctorat.univ-lorraine.fr/fr/encadrer-un-doctorant - Printed handouts will supplement the existing information
62	1.3.4	Improve information and training for supervisors in the context of coordinating a PhD Network established within the laboratories	VP Research VP Doctoral Strategy	Doctoral Center Scientific Clusters	Creation of a network of PhD liaisons in UR	Number of doctoral advisors --> target: at least one representative per laboratory			Jan-23	Dec-26	In progress	In connection with the PhD action plan: pilot Doc Tour interviews in labs (14 units), distribution of the Bid'UL Training on ARCHE, resources available
63	1.3.5	Support supervisors in the prevention and detection of potential psychosocial risks among doctoral students	VP Human Resources VP Strategy Doctoral	Doctoral Center Human Resources Department		Number of supervisors trained --> target: 100% of annual ACT and HDR			Jan-22	Dec-26	TO DO	In connection with the PhD action plan, a MOOC on Arche
	1.4	**Promoting the PhD**										
64	1.4.1	Promoting post-doctoral career placement surveys and the ALUMNI Docteurs network	VP Doctoral Strategy	Doctoral Office Delegation for Support in Management, Evaluation, and Quality	1-year and 3-year surveys, with analysis of situations	Number of doctoral schools reporting employment outcomes after the thesis --> Target: 100% of doctoral schools report post-thesis employment thesis			Jan-22	Dec-26	COMPLETED	Coordinate with DAPEQ on the implementation of Doctostat
65	1.4.2	Develop activities to support doctoral students, enabling them to "Enjoying your doctoral studies"	VP Doctoral Strategy	Lorraine Council of Doctoral Schools Doctoral Center	List of activities implemented	Number of activities and doctoral students participating in the activities --> Target: 100% of requests met			Jan-22	Dec-26	In progress	Organization of open house events, management of a social media page dedicated to doctoral students, [student contract]
	AXIS II. RECRUITMENT AND CAREERS OF RESEARCHERS											
	2.1	**Career Path**										
17	2.1.1	Establish a career tracking system for teachers and researchers	VP Human Resources	Human Resources Human Resources	Procedure				Jan-17	Jun-17	Scope	Continuous improvement
18	2.1.2	Define and develop support measures for faculty researchers following the CNU's review of their applications	VP Human Resources	Human Resources Department	Support Plan Assessment	Number of people met with by the VP of HR / Number of people wishing to be met with × 100 --> 100% of those wishing to be interviewed are interviewed by the VP HR		X	Jun-17	a) Dec-18 b) Dec-19	Extended	See CoARA Engagement Plan Continuous Improvement
19	2.1.3	Strengthen the training plan for researchers in fields related to their activities and align it with needs	VP Human Resources	Human Resources Department	Training Plan SU2IP Assessment	Satisfaction Rate --> target 80%			Jan-15	Nov-17	Scope	Related fields: management, languages, project management... Continuous improvement
20	2.1.4	Improve the practices of selection committees and hiring committees, particularly by raising their awareness of the importance of geographic and professional mobility	VP Human Resources	Human Resources Department	Updated Guide Presentation distributed at the meeting for chairs and vice-chairs of selection committees Guide to best practices for recruitment committees for contract faculty and/or researchers Video on combating all forms of bias CoARA Engagement Plan	Internal recruitment rate Female representation rate --> National Targets	X	X	June 2015	June 2019	Extended	Best Practices Guide for Recruitment Committees for Contractual Higher Education Staff Continuous Improvement
21	2.1.5	Process for preparing foreign recruitment, assistance with application preparation	VP Human Resources	Human Resources Department	Guide to Hiring Foreign Nationals at UL; include a link to it on the recruitment form Post-recruitment satisfaction survey sent with Tenure and 3-year review	Number of people assisted Number of guide downloads			Jun-19	Dec-23	Extended	
49	2.1.6	Open, Transparent, and Merit-Based Recruitment Policy	VP Human Resources	Human Resources Department	OTM-R Policy incorporating CoARA Communication: Factual Article + email and letter to members of the central councils	Not applicable	X	X	Jan-19	Dec-20	Extended	Integrate CoARA into the OTM-R policy Policy applied beyond research staff Continuous improvement
89	2.1.7	Adaptation of recruitment criteria for faculty members during the local phase in accordance with CoARA commitments	VP Human Resources VP Research VP Open Science	To be determined	Inclusion of specific references in job descriptions Training of Selection Committees on DORA	Percentage of job descriptions displaying DORA compatibility. Percentage of CoS training	X	X	Dec. 21	Dec.-25	In progress	
90	2.1.8	Changes to the evaluation criteria for faculty applications for recruitment and promotion in connection with CoARA	VP Human Resources VP Research VP Open Science	Human Resources Department	Inclusion of specific references in job descriptions Training of Selection Committees on CoARA Post-recruitment satisfaction survey sent with tenure application and after 3 years. CoARA Engagement Plan	Training accessibility rate Training rates for rapporteurs, Selection Committee Chairs, and candidates Satisfaction rate --> Target: 80%	X	X	Jan-23	Dec-25	In progress	
	2.2	**Supporting researchers in the conduct of their scientific work**										

67	2.2.1	Supporting and encouraging research throughout a researcher's career	VP Human Resources VP Research	Research and Valorization Department Human Resources Department	Support Plan (Preventing and Combating Dropout)	Number of cases monitored --> target: 10% increase between 2023 and 2026		X	Jan-23	Dec-25	TO DO	See CoARA Engagement Plan	
68	2.2.2	Promote academic autonomy	VP Research VP Doctoral Strategy	Research and Valorization Department	Information document (ACT, HDR, funding opportunities, CRCT, EPST delegation) Training (project development, scientific coordination)	Annual number of HDR, ACT, and CRCT (applications, priorities), EPST delegations --> targets: CRCT: Grant 100% of CRCTs ACT: max 2 per person simultaneously and max 3 per person prior to the HDR HDR: 10% increase Number of people trained Number of ANR "young researchers" projects submitted annually		X	Jan-22	Dec-23	In progress	See CoARA Engagement Plan	
	2.3	**Identifying and nurturing talent**											
69	2.3.1	Identify talent in governance/leadership	VP Human Resources	Human Resources Department	Identification and Support Plan	Number of people mentored and trained in management (senior managers and new managers) --> Target: 10% increase over 3 years in the number of people supported and trained Participation of faculty members in open forums			Jan-22	Dec-24	TO DO		
70	2.3.2	Improve support from HR services through better knowledge of existing programs (Scholarships, Junior Professorships)	VP Human Resources	Human Resources Department	Training for HR staff	Number of people trained --> Target: 100% in training			Jan-22	Mar-23	COMPLETED	Link to the LPR	
71	2.3.3	Define a consistent policy for reclassification (from MCF to Professor) over the next five years (LPR)	VP Human Resources	Human Resources Department	Restructuring Policy: Procedures and Tables	Number of faculty members promoted in the targeted CNU departments --> Target: 100% of the sections targeted by the Ministry and the UL	X		Jan-22	Dec-23	COMPLETED	Link to the LPR	
72	2.3.4	Utilize all channels for recruiting research support staff or researchers permitted by regulatory changes	VP Human Resources	Human Resources Department	CPJ Management Regulations	Number of Junior Professor Chairs --> Target: 4 Junior Professorial Chairs per year Number of permanent scientific research positions --> No target, as it depends on the project	X		Jun-21	Dec-25	In progress	Link to the LPR	
73	2.3.5	Prepare for the start and end of key appointments (training or research component, vice-presidency) and support researchers at the end of their contract or career	VP Human Resources	Human Resources Department	Dedicated training sessions	Number of participants --> target: 80% of departing staff trained	X		Jun-21	Dec-23	End of duties COMPLETED	Remaining support for end-of- contract and end-of-career transitions OTM-R seniority	
	AXIS III. QUALITY OF LIFE AT WORK												
	3.1	**Improving quality of life at work**											
22	3.1.1	Define and implement measures for the prevention of psychosocial risks	VP Human Resources	Human Resources Department	Psychosocial Risk Training Psychosocial Risk Working Group Survey System for handling reports of internal violence	Number of people trained/made aware Number of reports filed with the GLSVI (Internal Violence Liaison Group) Number of reports involving at least one faculty member Number of disciplinary actions, mediations, and support measures resulting from these reports --> Goal: Increase in the number of cases in the first few years (community familiarization with the system)			Jan-17	Dec-21	COMPLETED		
74	3.1.1.bis	Developing internal and external professional mediation as part of a plan to transform the relationship with work	VP Human Resources	Human Resources Department	- Mediation Request Procedure - Service offering	Number of mediations Number of trained staff			Dec-21	Dec-23	In progress		
23	3.1.2	Improve support systems for staff in their professional and personal projects and establish support mechanisms for employees facing difficulties.	VP Human Resources	Human Resources Department	UL Staff Support and Assistance Brochure Sexual Harassment and Discrimination Flyer Disability Brochure On-site Posters on Reporting Mechanisms Workplace Health Brochure Recruitment of an occupational psychologist (see job description) since	Workplace Well-Being Survey --> Target: 30% of respondents (every 2 years)			Jan-17	Dec-17	Scope	Continuous improvement	
24	3.1.3.	Promote cultural and sports activities for staff, whether dedicated or not	VP University Life	University Life and Culture Department	List of cultural and sports activities offered annually to staff University Life Project QR code included in the welcome booklet Implement a satisfaction survey	Number of hours dedicated to physical education --> Target: Maintain the current number Number of cultural events per sector --> Goal: Balance the distribution of events across the region Number of new cultural activities over the 3-year period --> Target: as many activities created as discontinued Staff participation rate in sports activities (once a year) --> Target: 5% increase in annual participation in cultural and sports activities among UL staff			Jan-18	Dec-19	Extended	Change to the action title, deliverable, and indicator - Approved by the COS on 11/5/2018 A satisfaction survey could be conducted to identify needs Continuous improvement	
25	3.1.4	Respect the various levels of information required to streamline and simplify access to information. Clarify the internal flow of information	VP Human Resources	Human Resources Department	HR Information Flow Plan	Number of HR Department coffee breaks Number of publications in Factuel Number of thematic workshops Attendance rate based on the guest list --> Target: 50% participation (since RA and Director are often invited for a single session)			Jul-16	Dec-21	Extended	Continuous improvement	

26	3.1.5	Develop the UL staff handbook (rights and duties) based on their respective statuses and create fact sheets by topic	VP Human Resources	Human Resources Department	List of fact sheets	Number of fact sheets available on the intranet Number of annual views			Jan-16	Dec-19	COMPLETED	Not followed		
	3.1.6	Launch of the "Staff Life" program, sports challenges, and campus life projects for doctoral students	VP University Life	University Life and Culture Department		Number of doctoral students participating in "staff life" activities --> Target: at least 50% of doctoral students having participated in at least one staff life activity during the academic year			Apr-24		COMPLETED	RMN2PAM, End-of-Year Party, InterCEA... PhD students on contract have access to al offers. Communication campaigns have been launched for sporting events.		
	3.2	**Develop initiatives to promote equality, diversity, and inclusion at the University of Lorraine; strengthen tools to combat discrimination**												
27	3.2.1	Implement communication and promotional initiatives for equality, diversity, and inclusion	VP Equality, Diversity, and Inclusion	Equality, Diversity, and Inclusion Officer	Communication Plan Communication Materials	Communication Plan Implementation Rate --> Target: 80% completion Number of people trained per year	X		Jan-16	Dec-19	Scope	Continuous improvement		
28	3.2.2	Raise awareness, communicate, and provide training on various forms of discrimination	VP Equality, Diversity, and Inclusion	Equality, Diversity, and Inclusion Officer	Training plan - video on implicit bias	Number of training sessions on combating discrimination --> Target: 20 training sessions per year Number of participants trained per year	X	X	Jan-16	Dec-19	Extended	Continuous Improvement		
29	3.2.3	Establish networks of discrimination liaisons to support organizational development and an alert system	VP Equality, Diversity, and Inclusion	Equality, Diversity, and Inclusion Officer	List of liaisons	EDI unit coverage rate --> Target: all academic units to have a unit by 2027 and 50% of research units by 2026	X		Jan-16	Dec-19	COMPLETED	Not tracked as continued in 3.2.6.		
50	3.2.4	Implementation of the Gender Equality Plan, incorporating a gender- based approach into human resources management	VP Equality, Diversity, and Inclusion	Equality, Diversity, and Inclusion Officer	Annual document of analyses and recommendations (single social report) -->Extract the gender-specific data section 10-Year Supplement to the RSU PAEFH (21-24, 24-27) PAEFH review every 3 years (21-24, 24-27) EDI Master Plan	Indicators and targets identified under HRS4R actions in the PAEFH		X	Mar-21	Dec-24	In progress	In line with European policy on the subject PAEFH Review of the PAEFH every 3 years		
75	3.2.5	Implementation of the harassment prevention plan for doctoral students	VP Equality, Diversity, and Inclusion	Equality, Diversity, and Inclusion Officer	Annual Report on Analyses and Recommendations	Indicators and Targets for the EDI Action Report (PhD)			Jan-22	Dec-23	COMPLETED	Part of the PhD action plan but also part of the PAEFH and the EDI Master Plan		
76	3.2.6	Develop the university community's commitment to equality, diversity, and inclusion	VP Equality, Diversity, and Inclusion	Equality, Diversity, and Inclusion Officer	EDI Master Plan	EDI Unit Coverage Rate --> Target: All academic programs to have an EDI unit by 2027, and 50% of research units by 2026 Number of people involved			Jan-22	Dec-26	In progress	Continuation of Action 3.2.3		
	3.3	**Improving working conditions for people with disabilities**												
30	3.3.1	Implement the UL Disability Master Plan	VP University Life VP Equality, Diversity, and Inclusion	Disability Officer	Master Plan included in the EDI Master Plan	Identified indicators and targets related to actions that may be included in HRS4R and in the Inclusive University Action Plan Percentage of recognized researchers with disabilities -> Target: 1.5% by 2026	X	X	Jan-17	Dec-19	Extended	V2 End-of-Phase Progress Report in December 2022 - Continued deployment, including Version 3 for the period 2023–2026 Continuous improvement		
	AXIS IV. INTERNATIONAL MOBILITY													
	4.1	**Promoting international mobility for early-career and experienced research staff**												
31	4.1.1	Expand and balance geographic mobility programs to fund incoming and outgoing mobility (including with the European University) – therefore a minimum of 2 months	VP International Strategy	Office of International and European Relations	Dashboard	Percentage of doctoral students participating in mobility programs (DREAM and others) --> target: 20% increase over 3 years (2023–2026) Percentage of faculty members participating in CRCT, CPP, or delegation programs --> target: 15% increase for faculty members over 3 years (2023–2026)			Oct-16	Dec-19	Extended	Continuous improvement		
32	4.1.2	Develop funding mechanisms for international mobility, in coordination with the EPSTs	VP International Strategy	Office of International and European Relations	Widen Horizons Program DrEAM Program	Budget allocated to Widen Horizons, DREAM, ERASMUS+, and Eurecapro --> Target: 20% increase in the budget spent over the next 3 years (2023–2026)			Apr-17	Dec-20	Extended	Continuous improvement		
33	4.1.3	Revise the criteria for awarding CRCT and EPST delegations to promote international mobility	VP Research	Research and Valorization Department Human Resources Department	Policy decision	Percentage of CRCT grants awarded that include a request for international mobility --> Target: +20% over 3 years for CRCTs and CPPs	X	X	Jan-18	Oct-18	COMPLETED	Completed and not tracked because it is identical to Action 4.1.1.		
34	4.1.4	Promote the recruitment of doctoral students internationally across all doctoral schools (to be linked with Action 1.2.2)	VP Doctoral Strategy	Office of Research and Valorization	Process	Same indicators as 1.2.2: Percentage of publications on ADUM with expanded publication on ABG-Euraxess and Campus France --> Target: 100% of publications on ADUM with extended publication on ABG-Euraxess and Campus France	X		June 2016	June 20	Extended	Continuous improvement		
	4.2	**Based on our Euraxess program and in collaboration with the EPSTs, develop a reception and support service for all researchers in terms of logistics and administration**												

35	4.2.1	Develop personalized onboarding services for incoming researchers	VP International Strategy	Office of International and European Relations Research and Valorization Department	Welcome@Lorraine Program Euraxess Activities	Percentage of incoming researchers who received welcome services out of the total number of incoming foreign researchers --> target: percentage equal to or higher than that of 2023 Number of Euraxess activities developed for researchers and doctoral students (link to MDD, which has complementary initiatives) per year and participation rate --> target: 10–15% increase in participation in activities and a 10–15% increase in the range of offerings over 3 years.			Apr-17	Dec-18	Extended	Continuous improvement Include doctoral students: not covered by welcome@lorraine => see MDD	
	4.3	**International Welcome – Focus on International Graduate Students**												
77	4.3.1	Establish a network of "international reception" liaisons in the laboratories	VP International Strategy VP Research	International and European Affairs Department Research and Valorization Department	Network Roadmap List of International Liaison Officers in the Laboratories	Number of laboratories represented in the network --> Target: 70% in 3 years Number of international liaisons trained in international reception for laboratories --> Target: 100% of internal liaisons trained			Jan-22	Dec-25	In progress	Long-term task		
78	4.3.2	Internationalize central services and the services of components and laboratories	VP International Strategy	International and European Relations Department and Directorates	Training and information modules (language courses, professional modules): designate a specialist / DO who speaks at least English?	Number of services adequately covered --> Target: 100% of departments able to respond in English within 3 years Percentage of Erasmus+ mobility for BIATSS --> Target: 10% increase in Erasmus+ mobility for BIATSS			Jan-22	Dec-25	TO DO	Long-term task.		
79	4.3.3	International Researcher Welcome Guide	VP International Strategy	International and European Relations Department	Guide	Publication of the Welcome Guide for International Researchers at UL			Jan-22	Dec-23	Extended	Development of a practical guide to settling in (2021): https://www.univ-lorraine.fr/welcome/guide-dinstallation-en-lorraine/ (DRIE) Continuous improvement		
	4.4	**Drafting a visiting professor's status**												
80	4.4.1	Formalize the appointment of a visiting professor through an official letter	VP Human Resources	Human Resources Department Research and Valorization Department Education Department	Official invitation letter	Create a standard letter template and a detailed job description			Jan-22	Dec-23	In progress			
81	4.4.2	Customize the welcome for guest lecturers	VP International Strategy	International and European Relations Department	Welcome@Lorraine Welcome Package for Visiting Professors	Number of beneficiaries and type of service used (see above) --> Target: 100% of visiting professors for stays of more than 3 months			Jan-23	Dec-24	Extended	"Continuation of Welcome@Lorraine On-site welcome, support, and information on procedures + implementation of thematic workshops for international higher education institutions (DRIE) Continuous improvement		
82	4.4.3	Involving visiting professors in the university's internationalization	VP Research VP Education	Research and Valorization Department Education Department	Rights and duties of visiting professors	Percentage of visiting professors contributing to internationalization; define internationalization initiatives in advance (courses in a foreign language, leading workshops or lab sessions, promoting their institution at UL, etc.) --> target: to be defined			Jan-22	Dec-25	In progress	Long-term task Conducted in some laboratories.		
	4.5	**Outgoing mobility**												
83	4.5.1	Increase the percentage of CRCTs and CPPs dedicated to mobility	VP Research	Research and Valorization Department Human Resources Department		Percentage of CRCT and CPP grants awarded to applicants with an international mobility request --> Target: +20% over 3 years for CRCT and CPP grants			Jan-22	Dec-25	In progress	Long-term task		
84	4.5.2	Align mobility with key career stages	VP Human Resources	Human Resources Department	Best Practices	Percentage of researcher mobility by key career stages			Jan-22	Dec-25	COMPLETED	Key periods difficult to define Action discontinued		
85	4.5.3	Proactive policy on staff mobility, including BIATSS	VP Human Resources VP International	Human Resources Department International and European Affairs Department	Best Practices	Tracking the percentage of EC and BIATSS staff participating in mobility programs			Jan-22	Dec-25	In progress	Long-term task Continuing education with a - Eureca Pro		
	AXIS V. SUPPORT FOR RESEARCHERS IN PROJECT DEVELOPMENT AND RESEARCH Valorization													
	5.1	**Develop a culture of project support, from proposal submission to completion**												

36	5.1.1	Publish practical guides on the various existing mechanisms within the UL that facilitate support and the submission of applications	VP European Strategy	Project Engineering and European Strategy Department	Fact Sheets	Number of selected projects (those receiving support)/year --> target: +10% from 2023 to 2026 (starting point in 2023 is 22 selected European projects, funded			Apr. 2017	Mar-18	COMPLETED	Continuous improvement until 2023, then taken over by the actions of the REIL Program (Reinforcing the European Impact of the Lorraine academic site) France 2030
37	5.1.2	Enhance project monitoring mechanisms by enabling the mobilization of complementary expertise as the project progresses and as needed	VP European Strategy	Project Engineering and European Strategy Department	Deployment Plan for the Europe Unit's Services	Number of requests/number of projects supported by DIPRO --> +10% over the 2023–2026 period			June 2016	June 2018	COMPLETED	Continuous improvement through 2023, followed by a transition to the initiatives of the REIL Program (Reinforcing the European Impact of the Lorraine Academic Site) France 2030
38	5.1.3	Organize training sessions on project monitoring	VP European Strategy	Project Engineering and European Strategy Department	Training Plan	Number of faculty members participating in training programs --> +10% over the 2023–2026 period			Oct. 16	Jun-18	COMPLETED	Continuous improvement through 2023, then transition to initiatives under the REIL Program (Reinforcing the European Impact of the Lorraine Academic Site) France 2030
86	5.1.4	Improve visibility to facilitate access to project support	VP Research	Project Engineering and European Strategy Department Research and Valorization Department International and European Relations Department	Common tool and single point of entry	See Action 36 indicator (Number of projects selected [because they received support] per year --> target: +10% from 2023 to 2026			Jan. 2022	Dec. 2023	COMPLETED	
91	5.1.5	Adaptation of the criteria used in managing internal calls for projects within the institution in accordance with the commitments made upon signing the San Francisco Declaration (DORA) and CoARA.	VP Research VP Open Science	Research and Valorization Department	CoARA-Compatible Calls for Proposals CoARA Engagement Plan	Percentage of internal calls for proposals evaluated using qualitative criteria --> Reach 100%		X	Jan-23	Dec-25	In progress	
	5.2	**Developing a culture of knowledge sharing and transfer**										
46	5.2.1	Offer training in the management and protection of scientific and technical heritage tailored to different groups of researchers	VP Research	Research and Valorization Department	PPST Training Plan	Number of researchers participating in training activities --> Target: 10% annual increase over 3 years Number of doctoral students participating in training activities --> Target: 30% increase per year over 3 years.			Jan. 2017	Dec. 20	Extended	Continuous improvement
47	5.2.2	Expansion of the research partnership policy	VP Valorization VP Partnerships	Office of Research and Valorization Directorate of Socio-Economic Partnerships	Implementation of a policy with Valorization partners and the DP	Number of partnerships (partnership and Valorization + institutional partners) established 04/19/21: List of initiatives created --> Targets: 30% increase between 2023 and 2026; 85% increase in operating contracts for intellectual property			Jan. 2018	Dec-27	In progress	Tools: University Innovation Hub - Polaris, Plug In Labs, Filiale, ..., Sirius, Peel, SME Booster
93	5.2.4	Promote and recognize individual involvement in knowledge transfer initiatives to the socio-economic sector in collaboration with CoARA.	VP Valorization VP Human Resources	Research and Valorization Department	CoARA Engagement Plan	Percentage of researchers and faculty members who have founded a startup and received a promotion --> target: 10% Percentage of doctoral students who have founded a startup --> target: 1% of PhD graduates		X	Sept-24	Dec-26	TO DO	New action that continues the completed one (5.2.3) with CoARA link
94	5.2.5	Promote public-to-private mobility	VP Valorization	Research and Valorization Department	UL's public-to-private mobility framework note/letter	Number of public-to-private mobility cases for startup creation --> Target: 40% increase over 3 years			mars-21	janv-23	Extended	Following the passage of the PACTE Act, the UL Ethics Committee is overseeing the decision-making process for researchers' applications for public-private mobility Continuous improvement
	AXIS VI. ETHICS, SCIENTIFIC INTEGRITY, AND OPEN SCIENCE											
	6.1	**Supporting researchers in promoting open science**										
44	6.1.1	Create an environment conducive to the open access dissemination of researchers' publications and works.	VP Open Science	Operational Committee for Open Publications & Publishing at the University of Lorraine	Continuation of the training and support plan Creation of EDUL Launch of Open U Journals and/or support for journals transitioning to the diamond model EDUL's open publishing offerings	Via the Open Science Barometer: Open access rate of publications --> Target: at least equal to the national average Number of downloads of publications from HAL --> target: Review with Laetitia: 10% increase over 3 years HAL coverage rate --> target: 80% (but to be reviewed with Laetitia For EDUL: Download volume of articles published in supported scientific journals and scientific works distributed via open access at EDUL: --> target: 3,000 downloads in total by the end of 2026. Open U Journals --> Target in 2026: 9 journals		X	Jan. 17	Dec. 2027	Extended	Continuous improvement. Only the formalization of the system support is needed.

45	6.1.2	Sustain the support, develop the network of data ambassadors, and ensure the development of the Lorraine DOREL data warehouse in conjunction with the national Recherche Data Gouv platform	VP Open Science	Operational Committee for Research Data	Appoint a Data, Algorithms, and Source Code Administrator (ADAC), in accordance with the National Plan for Open Science Continuation of the training and support plan: Training Plan Development of the ambassador network Operation of DOREL Convergence with RDG ADAC Single DOREL/RDG interface	Number of data ambassadors --> Target of 30 ambassadors by 2026 Number of submissions to DOREL --> Target: 10% annual growth Number of people trained in the Data Management Plan (DOREL training, data management) --> Target: 100 people trained per year in the DMP Number of research projects supported --> target: 30 projects supported per year Proportion of publications with shared datasets --> Target: at least equal to the national average			Jan. 2018	Dec. 24	**Extended**	Continuous improvement Ongoing initiative except for the DOREL/RDG merger (2024) and publication of the data policy (2023)
88	6.1.3	As part of the National Plan for Open Science, develop a policy and support framework for the dissemination of software produced by researchers	VP Open Science Operational Committee for Software and Source Code	To be defined	Creation of a dedicated operational body Training plan	Percentage of publications that mention the sharing of their code and software --> Target: Match the national average		X	Jan-23	Dec-25	**In progress**	Initial deadline extended to Dec. 2027 Following the creation of the OSPO, an ongoing support mechanism will be put in place.
	6.2	**Raise awareness among early-career and established researchers regarding responsibility, ethics, and scientific integrity**												
39	6.2.1	Building a culture of scientific integrity at UL by organizing conferences and seminars within the academic communities	VP Research	Research and Valorization Department Documentation Office	Seminars / conferences	Number of seminars/conferences on integrity (or referencing it) organized annually --> 1 seminar every 3 years Number of seminar participants ---> Overall representative breakdown of the different types of participants (BIATSS, EC...)			June 2017	Dec-20	**In progress**	Regular updates for doctoral students Intra-community workshops not yet held: coming soon Scientific integrity fact sheets currently being translated (March 2023)
41	6.2.3	Establish an ethics committee within the UL	VP Partnerships VP Research Integrity Officer VP Valorization	Office of the president	Ethics Committee + Operating Regulations	Number of cases filed (and therefore processed) per year --> Targets: 100% of cases filed/processed and + 25% increase in cases filed by 2026 (compared to 2023, when 8 cases were filed)			Sept. 2016	Dec-23	**COMPLETED**	Implementation of the Nagoya Protocol: Responsible Research Ethics Committee established 2020 Ethics Committee for Non-Interventional Health Research (Jardé Law) and also in the Social Sciences and Humanities
87	6.2.4	Establish operational support for ethics and scientific integrity in research	VP Research	General Directorate of Services Research and Valorization Department Legal Affairs Department		Number of projects supported/number of projects submitted --> Target: +25% over 3 years Number of cases processed per year that received support --> Target: 100% and maintain at 100%		X	Jan. 2023	Dec-2024	**COMPLETED**	
92	6.2.5	Ethics, establishment of an ethics committee	VP Research	Research and Valorization Department Legal Affairs Department	Ethics Committee	Number of cases handled / number of cases filed --> Target: 100%		X	Jan. 22	Jan. 23	**COMPLETED**	
	6.3	**Establish a charter on scientific integrity and define its implementation procedures at the University of Lorraine**												
42	6.3.1	Define the scope of scientific integrity at the University of Lorraine and draft a charter explaining the procedures for investigating cases of breaches of scientific responsibility and integrity.	VP Research	Integrity Officer	Implementation of formalized procedures for the Scientific Integrity Committee	Target: 100% traceability of all procedural steps			Sept. 2017	Dec-19	**Expanded**	Integrity Committee: VP CS, 2 elected members + Dir. DAJ, ... monthly meeting Continuous improvement Add a procedure or best practices document
43	6.3.2	Systematically include the names of doctoral students in publications, reiterate this in the doctoral charter, and establish publication and co- authorship guidelines for all disciplinary fields.	VP Research	Integrity Officer		Number of incoming doctoral students attending training sessions to raise awareness/year --> target: 100%		X	Sept. 2017	Dec-20	**Extended**	List of doctoral students' obligations in the doctoral programs (publications, seminars, pre-defense conferences, etc.) Continuous improvement