

GLOBAL STRATEGY



2013-2017

Imagining
and building
the future

IMAGINING AND BUILDING THE FUTURE

The Institut Mines-Télécom was created in 2012 with two main remits: on the one hand to make a decisive contribution to the country's economic, technological and scientific development through higher education and research of the highest standard; on the other, to commit to the fullest role in local partnerships to reinforce our higher education and research system in order to keep our economy competitive and meet the challenges of international competition.

Our motto "Training, innovating and creating value" to serve economic and social development encapsulates the specific contribution the Institut can make to France and to the increasingly world-renowned universities being built in the country's regions.

It is now up to the Institut to fulfill the missions entrusted to it and to enhance the credibility and recognition of its schools. It draws its legitimacy from its power to attract students, researchers and industrial partners.

Against a backdrop of globalization of sciences and technologies, of economic, energy and climate issues, of content, knowledge and practices, the Institut intends to turn to the future and play its role in asserting the position of France and Europe as key centers of value creation on the world stage.

To achieve this, it has set itself the target of imagining and building the future. The Institut aims to raise its game, to combine agility, scale and power while building on the qualities and specific features of each of its schools and associate schools. It can thus come to represent, both locally and around the world, a key powerhouse and source of ideas, giving real meaning to the changes currently underway and becoming an international player in higher education and research in science and technology.

This global strategy 2013-2017 sets out and organizes the directions the Institut is setting itself for the next five years, in order to make this ambition a reality.

We hope you enjoy reading it.

JEAN-BERNARD LEVY
Chairman of the Board



JEAN-CLAUDE JEANNERET
Director General



MOTTO

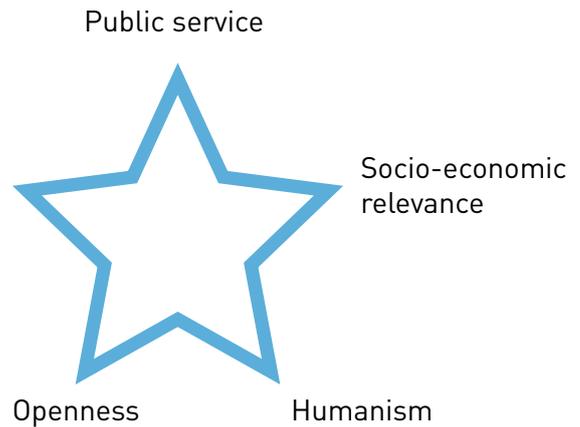
Training Innovation Creating value

To serve economic
and social development

IDENTITY

The Institut Mines-Télécom combines training, research and innovation in engineering and management, at the service of industry, the economy and society, in schools with roots in their local communities but always open to the world and maintaining close business ties.

VALUES



THE INSTITUT'S FOUR ASSETS

- Its rank as the leading French group of engineering and management schools
- Its coverage of the three major types of change: digital, energy and economic
- Its role as a powerhouse and groundbreaker in research partnerships and innovation
- Its coverage of French territory, at the heart of an open and diversified continent

WORKING PRINCIPLES

- Pioneering spirit and an ability to take risks
- Pragmatism and adaptability
- A sense of responsibility
- Hybrid management combining universities and business
- Cohesion, inclusiveness and responsiveness
- An ability to mobilize its forces and make collective commitments
- Subsidiarity
- An interdisciplinary approach

AMBITION

*Imagining
and building the future*

4 STRATEGIC ORIENTATIONS

- Train engineers for the coming decades
- Provide a response to the scientific and technical issues of a fast-changing society
- Serve as a catalyst of economic development
- Become a worldwide player

3 KEYS TO SUCCESS

- Develop resources and enhance efficiency
- Enhance our staff development
- Develop the e-Institute

10 PRIORITY OBJECTIVES

The Institut Mines-Télécom will be targeting the following priorities:

Among the strategic orientations

- Shared training resources backed by innovations in teaching and new technologies
- Work-study courses providing widely-recognized training of the highest standard and attracting increasing numbers of graduates
- Multidisciplinary programs structured around key challenges for society
- More bilateral partnerships with SMEs and midcaps
- Foreign recruitment of top-level students while broadening the range of geographical backgrounds

Among the keys to success

- A big increase in sponsorship
- A higher coverage ratio of our research contracts
- Shared support functions
- An enhanced staff-training policy
- Efficient and rationalized IT systems

TRAINING, INNOVATING AND CREATING VALUE TO SERVE ECONOMIC AND SOCIAL DEVELOPMENT

The Institut Mines-Télécom has three key missions – higher education, research and innovation – in the fields of engineering and digital technologies. It comprises twelve engineering schools and a business school. Strategic partner Armines and eleven Institut Mines-Télécom associate schools¹ complete the group.

Under the aegis of the Minister for Industry and the Minister for Electronic Communication, the Institut Mines-Télécom works at the service of public policies to boost industry, weaving close ties with both SMEs and major industrial groups.

The Institut Mines-Télécom is the leading group of engineering schools in France, representing 8%* of all the engineering degrees that are awarded and over 12,000 students, of whom 32% are from abroad, taking courses of the highest standard in the schools and obtaining engineering and management degrees at Masters and PhD levels.

The schools of the Institut Mines-Télécom are ranked among the top few in France and place great store by being open to students from all social backgrounds, with the result that today **38% of students are on scholarships**. The schools of the Institut Mines-Télécom are committed to their role in economic development and maintain close corporate ties. **They also train 13% of the engineering graduates in France training on apprenticeships, and 50% of the PhD graduates are working in companies** within two years of finishing their studies. Entrepreneurship and innovation are key to training in the schools, eliciting many a vocation to go into business. **Every year, more than 100 startups are created** in the schools' incubators (with a 3-year survival rate of 90%, no less).

RESEARCH AND INNOVATION, WIDELY-RECOGNIZED EXCELLENCE AND SKILLS

The schools' research and innovation activities are recognized nationally and internationally for their excellent academic level and partnerships.

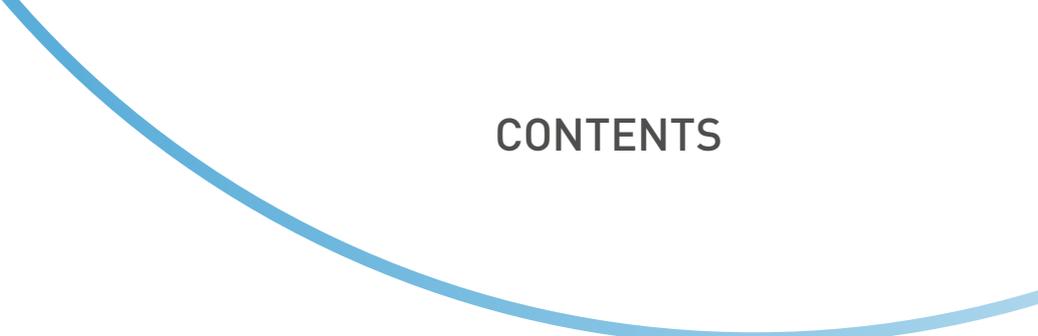
They mainly cover five broad research areas: **Digital world – Energy – Advanced materials – Natural resources and environment – Economy, management and Society**. The Institut Mines-Télécom plays an active role in the Allistene, Ancre, Aviesan and Athena national research programming alliances. **Research partnership and innovation activities focus on two main areas of application to boost French economic development: Healthcare – Sustainable transport**. Research and innovation activity is geared towards businesses and is driven by the Institut Mines-Télécom and by Armines, the strategic partner of the schools in research partnerships. It generates over **€100M* in contractual resources each year**. The quality and intensity of its research partnerships were rewarded by **two Institut Carnot accreditations** in 2006, renewed in 2011: one in the areas of energy and materials (Institut Carnot M.I.N.E.S), the other in telecommunications (Institut Carnot Télécom & Société Numérique).

THREE FOUNDATIONS AND TWO ENDOWMENT FUNDS TO DRIVE DEVELOPMENT

Eight Institut Mines-Télécom schools have launched fundraising efforts to accompany their development: the Fondation Télécom for the four Télécom schools, the Fondation MINES ParisTech, the Fondation I3M Saint-Étienne and two endowment funds for the Mines Douai and Mines Nantes schools.

* Tous chiffres hors écoles associées

¹ ENSEIHT, Enseirb-Matmeca, ENSG, ENSIE, ESIGELEC, Grenoble École de Management, IFMA, Sup'Com Tunis, Télécom Nancy, Télécom Physique Strasbourg, Télécom Saint-Étienne.

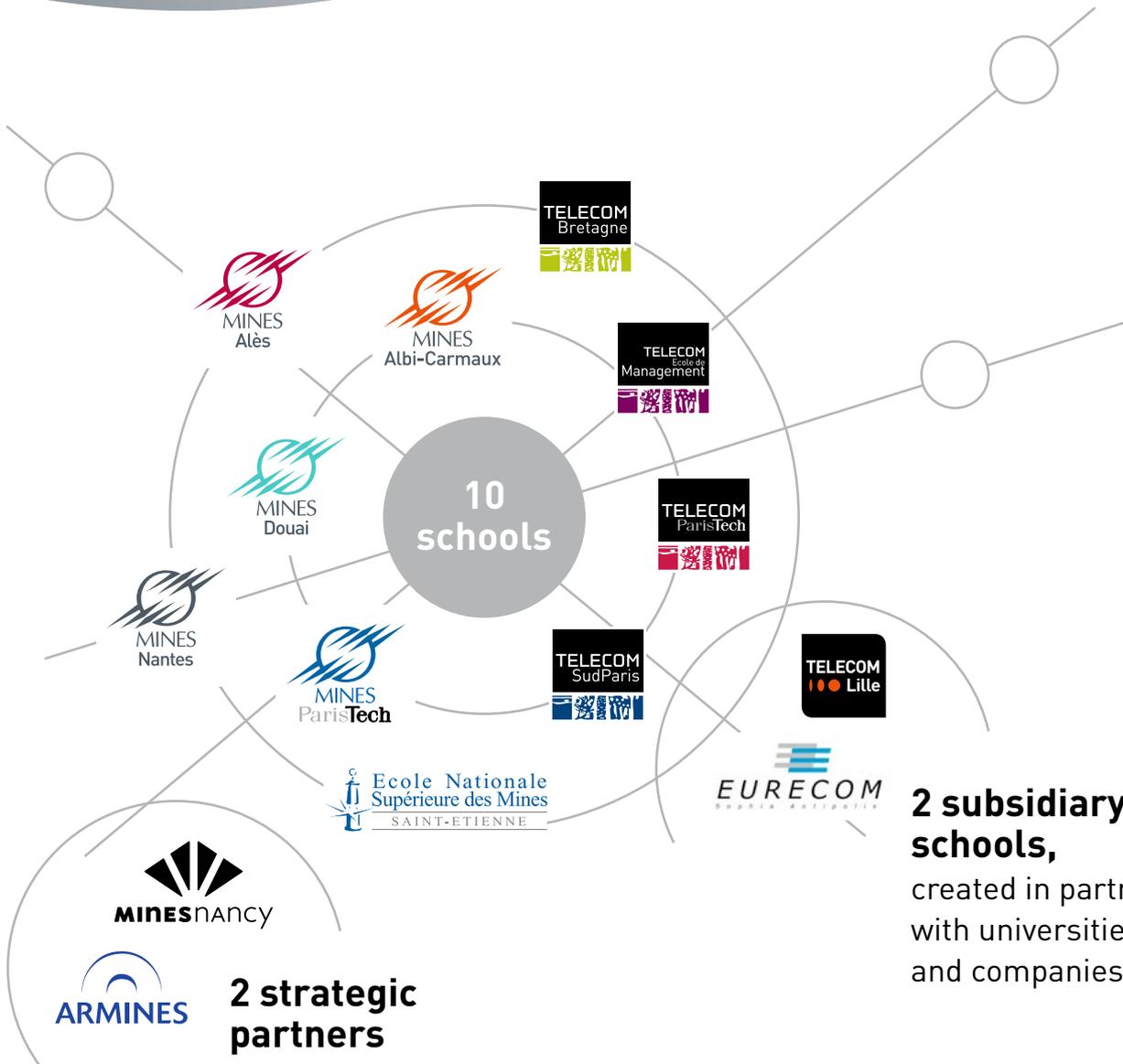


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INSTITUT
Mines-Télécom



2 subsidiary schools,
created in partnership
with universities
and companies

1 — PLANNING PROCESS

The Institut Mines-Télécom was created on 1st March 2012, its foundation enacted by Decree N° 2012-279 of 28 February 2012. The Institut comprises the Mines and Télécom schools and forms the leading group of engineering and management schools in France, making it a key player in higher education, research and innovation. Its schools train students and contribute to research in the sectors of information and communication technologies, management, energy, materials and the industrial environment.

This new public establishment encompasses the six Ecoles des Mines (Mines Albi, Mines Alès, Mines Douai, Mines Nantes, Mines ParisTech and Mines Saint-Étienne) and the four Ecoles Télécom (Télécom Bretagne, Télécom École de Management, Télécom ParisTech and Télécom SudParis) under the aegis of the Minister for Industry and the Minister for Electronic Communication. It is a Public Establishment of a Scientific, Cultural and Professional Nature (EPSCP).

With its two affiliate schools, Eurecom and Télécom Lille, its two strategic partners, Mines Nancy and Armines, and its network of eleven associate schools, it is already a leading national powerhouse in technological, managerial and scientific training and also in research and innovation.

This common strategy for the whole of the Institut Mines-Télécom and its schools follows on from the Institut Télécom Strategic Plan for 2008-2012 and the Ecoles des Mines Strategic Orientations (OSEM). Structurally, this strategy is based on the principle of subsidiarity, presenting the action that is relevant to the Institut as a whole, while anything specific to one of its schools will have its place in the strategic plan for the school in question. In drafting this document, account has been taken not only of the remit of the Institut as defined in the decree establishing it, but also of the expectations of those it works with. This global multi-year strategy has been prepared over a one-year period through a process seeking to mobilize and involve as many of the personnel as possible. An essential stage in this was the organization of the Mines-Télécom Days on 13 and 14 November 2012. The method adopted to define this global strategy is described in the annex.

A living document

The global strategy will provide a basis for the drafting of annual operating guidelines setting out the yearly priorities for the Institut and in the corresponding action plans, and all these documents will be monitored for progress. This is also a living document which will be thoroughly updated at the mid-way point.

THE INSTITUT IN ONE SENTENCE

The Institut Mines-Télécom combines training, research and innovation in engineering and management to serve industry, the economy and society, in schools with roots in their local communities but always open to the world and maintaining close business ties

2 — KEY CHALLENGES

Society is becoming globalized against a backdrop of technological change and growing concerns as to the sustainability of development. How can we prepare for a world of 10 billion people in which everyone gets a chance to benefit from scientific and technological progress, while also consuming, sharing out and, above all, saving natural resources, improving health, taking up the challenges of education and safety and establishing rewarding social relationships?

Energy transition and the circular economy

Mankind is consuming more resources than the natural environment can sustainably provide, and producing more waste than it can handle. More particularly, dwindling fossil fuel reserves¹ and climate change² demand a radical change to the ways we produce and consume energy. However, the limits that have been reached are precisely one of the factors in today's global economic slowdown that is interfering with our ability to find solutions quickly. The development of sustainable alternative energy sources, of a genuinely powerful circular economy³ and green technologies are the keys to a new industrial revolution which will help us to emerge from the economic crisis⁴ and take up the environmental challenges it is our responsibility to deal with.

A more sparing future in terms of resources and waste

Our challenge is to invent this future that is more sparing in its use of resources and its disposal of waste. Although it is not yet a reality, it is very much in gestation in our cities. It can be seen here or there in low-consumption cities and smart networks. Within this framework, materials and production technologies also have a great social and economic incidence. They allow the development of new solutions and can improve performances throughout the production sector, as well as in areas such as health, building and agriculture.

Digital metamorphosis

The digital industries are one of today's most dynamic sectors in the world economy. In most developed countries, the rate of growth in the digital economy is twice that of the economy as a whole. It is in the throes of changes that look more like a revolution than a mere technological breakthrough.

A technological revolution

In France this sector represents one-quarter of our growth and has created 700,000 jobs over the last fifteen years⁵. By 2015 it will generate 450,000 additional jobs⁶. Investments in the digital economy unleash productivity gains and boost the competitiveness of all the other sectors in the economy. Digital transformation thus has profound impacts on forms of organization and on the way businesses work⁷.

1 For example: "Crude oil output reaches an undulating plateau of around 68-69 mb/d by 2020, but never regains its all-time peak of 70 mb/d reached in 2006," World Energy Outlook 2010, International Energy Agency

2 For example: "Warming of the climate system is unequivocal," from the 2007 assessment of climate change: Synthesis Report (IPCC)

3 Energy, circular economy, support of the Investissements d'Avenir programme.

4 Vers une Communauté européenne de l'énergie : un projet politique, report by Notre Europe

5 Impact d'Internet sur l'économie française, McKinsey 2011

6 Id.

7 Impact d'Internet sur l'économie française, McKinsey 2011

*Reorganization
of higher education
around the web*

In the particular case of higher education, the leading North-American universities now see their future on the internet and are developing an offering of interactive distance courses. The changes underway in higher education could even prove to be comparable to those experienced by the media in recent years all over the world: a profound restructuring of their very existence around web systems⁸. The international ambition of world-renowned US universities in remote education raises questions as to the future model for higher education in Europe and in France.

The challenges of energy transition and digital metamorphosis overlap in many ways, most notably through the growing inter-connection between energy and information networks and the growing share of digital industries in global energy consumption⁹.

Combining vibrant business activities and supervision

The proper socio-economic development of a country requires dynamic business players, particularly in innovation and top-quality management. Effective supervision of these activities is also indispensable.

The development of SMEs and, more generally, the need to reindustrialize France is the objective of the first two points below. These companies are essential players in economic growth and employment, and the place they occupy in the French economy is less than that of their counterparts in dynamic countries, such as Germany¹⁰.

→ The innovative entrepreneur

Innovation constitutes a key factor in added value for the French economy, as well as providing a way of setting itself apart from the emerging economies¹¹. The economic crisis and global challenges are making innovation more acutely important to provide sustainable growth in France. The rules and theories we are working with were defined in times of strong growth and expansion. Today's world is a different one and we need to consider other points of view, other methods and other organizations to innovate¹².

We need to be able to rely on the ability of the younger generations to make their contribution tomorrow to the innovation ecosystem as entrepreneurs, engineers, researchers, investors or consumers. The spirit of initiative and enterprise is something they can demonstrate by creating a startup or by promoting an innovative project within an existing organization. To foster the spirit of enterprise, raising awareness among young people of science and technology, innovation and entrepreneurship, is a key issue. Higher education provides an ideal moment for that sort of awareness-raising.



*New organizations
and management
methods to foster
innovation*

8 *The Campus Tsunami*, David Brook, New York Times, 3 May 2012

9 *Datacenter : jusque 90 % de l'énergie développée est gaspillée*, Le Monde Informatique.fr, 28 September 2012

10 *Les PME françaises plus prudentes que les allemandes*, Challenges.fr, 12 April 2012

11 Report by the "Innovation and Entrepreneurship" working group of the États généraux de l'Industrie.

12 *All you need is L.O.V.E.*, Bertrand Barré, MAG EDITIONS

→ Redefining the role of the manager

At the same time, the roles of management in the organization must take account of the changes in electronic communication that are creating new practices and modifying the expectations of staff¹³. The upheaval in traditional line management modes implies a need to adapt our management methods: from directive methods, we need to shift more towards greater collaboration and interaction¹⁴.

→ Regulating economic activities

The last two decades of the 20th century saw varying levels of interdependence emerging between the different countries and regions of the world. Trade intensified, multinationals reached out to direct foreign investments and various forms of partnership, and increasingly mobile capital brought growing financial integration. This interdependence not only raises increasing problems of joint responsibility in economic policies, but also greater preoccupations of common interest. These can be perceived as global public goods that are not effectively taken into account (or indeed not at all) in the existing principles of international regulation¹⁵, in particular regarding the threat of global risks to the environment or the financial system.

*More finely-adjusted
regulation of economic
activities*

Also, the increasing awareness of positive and negative externalities of economic activities and the demand for security among citizens require increasingly finely-adjusted regulation of economic activities. This trend has been visible in recent years in France through the creation of agencies and authorities in many areas, such as nuclear safety, energy, telecommunications and financial markets.



13 Contribution des nouvelles technologies de l'information et de la communication (NTIC) à la qualité des relations interpersonnelles dans une organisation de travail, Caggemini 2010

14 Social enterprise White Paper, Kerensen consulting, 2012

15 Mondialisation, pour une régulation économique internationale, Michel Aglietta

3 — THE INSTITUT'S FOUR ASSETS

To take up the challenges presented above, the Institut Mines-Télécom can capitalize on four assets.

→ **Its rank as the leading French group of engineering and management schools**

The Institut is the leading French group of engineering and business schools. Its model is based on multidisciplinary training of top-level executives organized in collaboration with businesses, on research combining cutting-edge academic research and research partnerships, and on a pioneering spirit, coordinating ecosystems and serving as a catalyst of innovation.

→ **Its coverage of the three major types of change: digital, energy and economic**

The Institut stands at the intersection between three major forms of transformation. There is the digital metamorphosis of society, first of all, thanks to its digital know-how and its skills in the sectors taking part in this change. Then there is energy transformation, from management of resources and inclusion of environmental impacts, thanks to a wide variety of skills in energy, industrial environment, natural resources and materials. And, finally, transformation of business, governance and civil society by skills in human and social sciences, economics and management.

→ **Its role as a powerhouse and groundbreaker in research partnerships and innovation**

The Institut conducts an active and innovative support policy for the socio-economic fabric of large, medium-sized and small companies and startups to boost their competitive edge, innovation and growth through research partnerships, promoting entrepreneurship and business support and creation, coordination of regional and national ecosystems and networking with major world markets.

→ **Its coverage of French territory, at the heart of an open and diversified continent**

The Institut is an active partner of regional programs such as the PRES, IDEX, development structures and competitiveness clusters, to which it contributes through the involvement of its schools and the national reach of the work they conduct together.

Looking beyond these key assets, an assessment has been made of the Institut and its main strengths and opportunities are presented in the annexes.

The leading group of engineering and management schools in France

4 — THE INSTITUT'S AMBITION

The aim of the Institut is to make a decisive contribution to the economic dynamism of our country through its collective strength and international positioning.

To achieve this, we have defined the following ambition:

“Imagining and building the future”

A much sought-after partner among business and industrial players

In its efforts to create and develop science and technology serving industry and society, the Institut Mines-Télécom aims to become a major player through its strategic positioning and dynamism, and an asset for France. Its criteria in terms of ambition and success can be described through the contributions it aims to make to the beneficiaries of its action, as presented below; the overall performance achieved by the Institut is presented afterwards (some of these points are already among the features of the Institut in 2013, either entirely or partly).

Businesses

In a decade's time, the Institut will be a much sought-after partner among business and industry players for the quality of its graduates and research. It will foster a living ecosystem of small and medium-sized companies and large groups, helping them boost their activity by its innovation work. Thanks to their local roots, the schools of the Institut will help drive the economy of their regions.

The research conducted by the Institut will give rise to many partnerships between the research teams of the schools and of businesses. At Institut level, major strategic interdisciplinary programs will be organized, closely involving large corporations and SMEs, financed by the companies in question and by agencies¹⁶.

In the Institut, businesses will also find people capable of enlightening them on developments in science, technology and uses, and helping them to anticipate future products, services and markets. In its role as a driving force behind ecosystems and a generator of innovation at regional, national, European and international level, the Institut will assist businesses (particularly SMEs) in their search for qualified staff, contracts and partnerships and will pinpoint skills among its teams and those of its partners in order to find new solutions and to transfer technologies.

Students and PhD students

In a decade's time, the Institut will attract high-potential students of all origins and will groom them to become responsible, dynamic men and women who will go on to create value and transform both the economy and society itself. It will offer insightful multidisciplinary courses for future engineers, managers and PhD graduates, giving students a solid grounding, adaptability, the spirit of enterprise, a sense of societal responsibility and an international outlook. The Institut will have at least one campus based outside France.

Insightful multidisciplinary courses

¹⁶ These programs will concern, among others, energy transition and smart networks; smart, sustainable cities; the open, sustainable, digital enterprise; health, longevity and quality of life; sustainable industrial output; safety, risk and security; and innovation, business models, uses and regulation.

The students will have first-hand experience of the results, technologies, inventions and prototypes stemming from research by the Institut's academic and industrial partners. They will acquire a genuine culture of innovation and entrepreneurship.

The number of students will be larger than in 2012 due to increased demand from businesses.

Graduates

In a decade's time, a large proportion of graduates will go on to become business leaders in the areas of technology, management, science, innovation or entrepreneurship.

Graduates in France and abroad will represent one of the Institut's key assets. They will be monitored with interest by the Institut and its schools throughout their lives. They will form close-knit communities with ties to each school and to an "Institut Mines-Télécom" collective. Alumni associations will drive this community with the support of the Institut, which will also involve them in its programs and its governance.

Scientific Community

In a decade's time, the Institut's contribution in terms of research will be internationally acknowledged for the innovative reach of its themes and the soundness of its theoretical and applied underpinnings, as will its strong contribution to economic and societal development as a driver of the ecosystem and innovation.

The Institut will be a pioneer in the exploration of new fields at the cutting edge of research into the hard, human, economic and social sciences¹⁷.

On the strength of its nationwide scale and its specific contribution to the economic dynamism of the country, the Institut will be a highly influential partner to French universities that have global reach, via those of its schools that are involved with them.



State and civil society

In a decade's time, the Institut will be a key adviser to the French and European decision-makers in the fields of energy, natural resources, materials, digital technologies, the industrial environment, corporate management and regulation economics.

It will be contributing to French and European dynamics through research alliances and the national and European foresight and planning authorities. It will offer its insight in order to aid government decisions and help citizens via its forward planning activities, expertise and interaction with society. It will make an active contribution to national thinking and the future of training, as well as to educational methods and tools.

*Au adviser
to public
decision-makers*

¹⁷ For example on themes such as augmented man-machine co-evolution; creation, the imaginary and industrial design; substance and intelligence; co-evolution between industry and the environment; the dynamic of knowledge, data and uses.

Performance

In a decade's time, the Institut will be acknowledged for the skills and commitment of its staff, as well as the quality of its organization. It will combine the responsiveness and dynamism stemming from its territorial coverage with the operational agility of its schools, resulting in skills pooling, scale effects and shared experience thanks to its national dimension.

The skills and commitment of the Institut's staff

The Institut will be a much sought-after employer and will attract professors of international quality.

The Institut's organization and management will be of the highest standard thanks to continuous improvement to its processes, the effective pooling of support, and high-performing information systems. It will have a perfectly dovetailed digital system allowing all its staff and students to work together, be they in France or elsewhere in the world.

As well as its own schools, the Institut will federate associate schools in France and further afield, forming a network that is international in scale.



5 — VALUES AND WORKING PRINCIPLES

Strong values underpin the Institut's action and form the basis for its code of ethics. Its working principles govern the practical aspects of operations in line with those values.

The values identified as key to the Institut have been revisited to bring them into line with our stated ambition. These values are:

- Public service
- Openness
- Socio-economic relevance
- Humanism ¹⁸
- Quest for excellence

The working principles are:

- Pioneering spirit and an ability to take risks
- Pragmatism and adaptability
- A sense of responsibility
- Hybrid management combining universities and business
- Cohesion, inclusiveness and responsiveness
- An ability to mobilize its forces and make collective commitments
- Subsidiarity
- An interdisciplinary approach

Ces principes de fonctionnement permettent à l'Institut de se développer par des projets portés par l'ensemble du collectif ou par un sous-ensemble d'écoles. Ne pas s'imposer d'avancer « tous de front » permet à une école particulière de ne pas se joindre à une action collective, sans pour autant s'opposer à ce que les autres s'y impliquent.



¹⁸ The Institut aims to educate humanist leaders. At the core of its pedagogy is the education of the person before the teaching of knowledge: students are made aware of human, relational and social issues.

6 — STRATEGIC ORIENTATIONS

The Institut Mines-Télécom's ambitions for the future are perhaps best expressed in our four major strategic priorities: training engineers for the coming decades; meeting the scientific and technical demands of a fast-changing society; acting as a catalyst to economic development and achieving international recognition.

Training engineers for the coming decades

The very names of the illustrious Grandes Ecoles who together form the Institut ('engineering school', 'management school') serve as a reminder of our fundamental purpose: to train the engineers and managers who will carry the torch for innovation in business and society at large. The training we provide should equip these future leaders for careers which may well last for over forty years, in a professional environment which is rapidly-evolving and ever-more globalised.

In order to train the young engineers and managers who will play a key role in France's future, the Institut works to design and develop educational techniques and systems which are tailored to the demands of the modern market, while continuing to increase the diversity of our student body and constantly update our course programs in order to keep pace with the times. **Among the ten priority objectives outlined in our future strategy, two of the most important are: (1) the development of shared educational systems backed by innovative teaching methods and cutting-edge technologies; and (2) greater recognition and promotion of apprenticeship-based professional training programs.**

One guiding purpose: education

Meeting the scientific and technical demands of a fast-changing society

With its unique combination of strengths, the Institut is a major player in a number of academic domains: energy, natural resources and the environment, materials and structures, ICT and digital, economics, management and human and social sciences; this unique position is bolstered further by our recognized expertise in the fields of healthcare and intelligent transport.

The Institut is thus uniquely well-placed to provide responses to the scientific and technical demands of our rapidly-changing society. The strategic development priorities which we have identified should help us to keep pace with this evolution, and to offer innovative solutions to the multi-faceted societal and scientific challenges of the future. **Among the ten priority objectives outlined in our future strategy, several involve inter-disciplinary initiatives structured around the major issues facing contemporary society.**

Inter-disciplinary programmes tackling the big societal issues of the future

Acting as a catalyst to economic development

In all sectors of industry, the leading French and European companies are faced with stiff competition in the international market, a competition which will become increasingly fierce as emerging nations continue to make rapid economic, technological and social progress, not forgetting the additional pressure stemming from the USA's consistently dynamic innovation in the field of digital technologies. Small and medium-sized businesses (SMEs) and midcaps have the chance to play a major role in the

economic development of our country, through their capacity for innovation and their contribution to French exports. The performance of such modestly-sized outfits in the field of advanced technologies will depend largely on their capacity to master the latest in technological advances, as well as their ability to tap into global markets.

Developing partnerships with SMEs and midcaps

With our substantial experience in partnered research, our close connections to national and regional innovation centres (including various competitiveness clusters) and our network of regional institutes and academic partners, the Institut Mines-Télécom is particularly well-placed to support the development of research and innovation partnerships with SMEs and midcaps. Our strategic development plan aims to put the unique strengths and expertise of the Institut at the disposal of innovative businesses, particularly SMEs and midcaps, using our national network of schools and partners to help these businesses make the step up to the international market, while also encouraging our students to contribute to the competitiveness of SMEs and midcaps. **Among the ten priority objectives outlined in our future strategy, one of the most important is our commitment to expanding our bilateral partnerships with SMEs and midcaps.**

Achieving international recognition

Succeeding on the international stage is a major challenge, and one for which the Institut Mines-Télécom is fully prepared. We have identified two key strategic priorities which will define our success in this domain. On the one hand, the Institut must have a substantial international presence and reputation. On the other hand, this international standing will need to be maintained by enlarging the pool of talent from which we recruit our students. **One of the ten priority objectives outlined in our future strategy is a commitment to recruit more international students, increasing the diversity of our student body and opening up even more opportunities for international mobility.**

Recruiting the best students internationally



7 — KEYS TO SUCCESS

The Institut Mines-Télécom's ambitions for the future, and the four associated strategic objectives, can only be achieved if the conditions are put in place. We have identified three major keys to success, which will be fundamental to our future success: developing our resources and improving efficiency, developing our human resources and developing the e-Institut.

Developing resources and boosting efficiency

Our current strategy has given rise to a number of promising initiatives which demand intelligent management of the Institut's resources, not least at a time of state spending cuts and general economic uncertainty. Our strategy will incorporate an increasingly active policy of external funding, with financial support coming from corporate sponsors and European research development agencies. It makes sound managerial sense for an institution like ours to regularly review the ways its resources are allocated.

We thus propose taking action to guarantee continued state support for our programs which contribute to the development of the national economy, as well as attracting new sponsors, boosting our revenues and optimising our costs in terms of research and educational expenditure. **Foremost among the ten priority objectives outlined in our future strategy are our commitments to (1) greatly expanding our sponsorship strategy, (2) boosting the rate of funding for our research contracts and (3) pooling support services.**

*Advanced,
targeted
technological
solutions*

Developing human resources

At the Institut Mines-Télécom, our people are our greatest asset: their future development will be the key to our success in the coming years and decades.

As such, the Institut is keen to continue to attract the best people and to help them develop their skills. **One of the ten priority objectives outlined in our future strategy is the development of our staff training policy.**

Developing the e-Institut

The Institut Mines-Télécom knows just how important it is to seize the opportunities offered by the rise and rise of digital technologies, using innovation to improve our own performance in all areas. An effective policy for managing new technologies is essential to making the most of the new digital economy, while also allowing us to influence the development of this crucial sector. Making progress in this respect will be a boost to all involved, while also allowing us to optimise our use of resources.

With this in mind, the Institut is committed to developing a dedicated 'e-Institut'. **Equipping our network with high-performance, well-adapted technological tools is one of the ten key objectives set out in our future strategy.**

The implementation of this strategy will be monitored by the Institut's board of directors, drawing upon a number of key indicators. Some of these indicators will be incorporated into the Institut's performance and objectives contract.

Among the conditions which will determine the success of this strategy, the Institut will have to be particularly attentive to a number of key criteria in the period 2013-2017. These will include taking care to maintain the 'loop' of targeted research and the economic relevance of our partnerships; the focus on 'skills' which underpins our educational strategy; offering multi-disciplinary programs with a clear focus on innovation, supported by research teams and laboratories with strong academic reputations, and integrating a clear international dimensions; maintaining the Institut's reputation for academic quality (degree programs, research, technical prowess of our laboratories); playing an active role in competitiveness clusters; allowing projects to be piloted by individual schools or the central directorate, depending on the circumstances, with respect for the principle of subsidiarity.





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