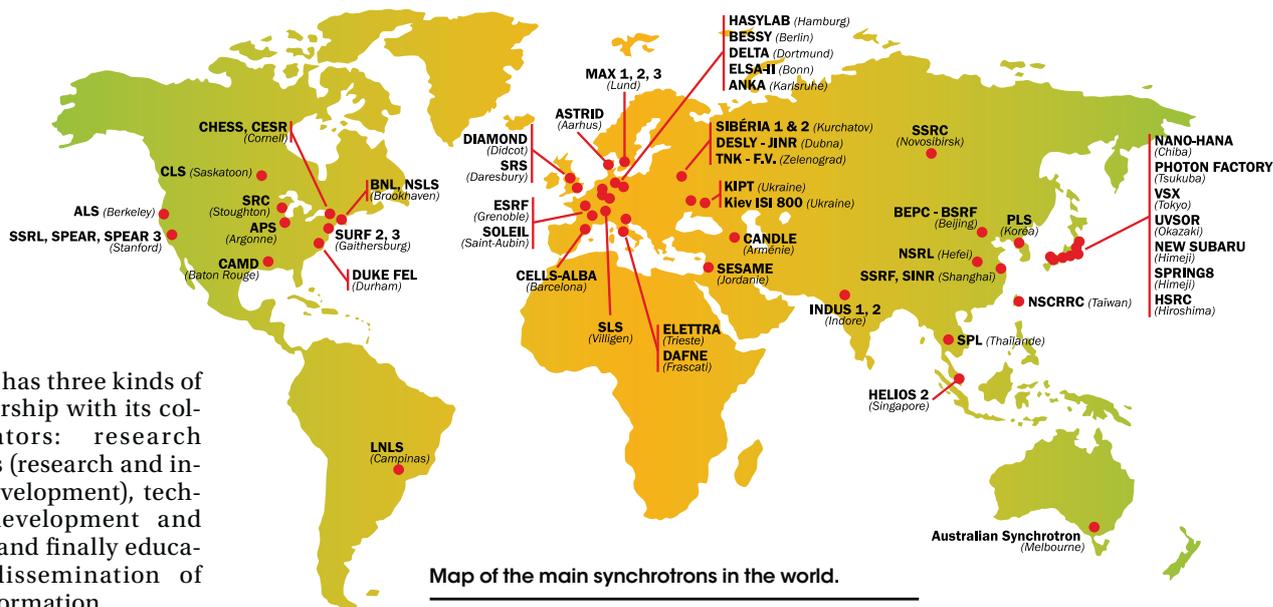


# SOLEIL's partnerships: design, build and implement together

Research is definitely a collective venture and SOLEIL is constantly interacting with its environment: its communities of users, its European and international counterparts, as well as institutional, industrial, economic and educational bodies who request its services. SOLEIL is forging partnerships with many players.



Map of the main synchrotrons in the world.

**S**OLEIL has three kinds of partnership with its collaborators: research partnerships (research and instrument development), technological development and innovation, and finally education and dissemination of scientific information.

## Sharing expertise, fostering innovation

As a sign of the times, SOLEIL's partnerships are also subject to increasingly rigorous and detailed contracts. There have been more than 70 since early 2011 (an increase of approximately 20% per year), totaling nearly 200 since the creation of SOLEIL and it continues to accelerate! Since that date, for example, SOLEIL is a partner in several new projects, including 4 EQUIPEX (including NANOIMAGES-X, where it is coordinator), 4 LABEX (NanoSaclay, PALM, P2IO and PATRIMA), 5 ANR (including 1 as coordinator), 5 European projects (BioSTRUCT-X, CALIPSO, M3D, oPAC and LANIR), one Erasmus Mundus (SERP-Chem), a dozen actions with the 'Fondation de Coopération Scientifique du Plateau de Saclay' and over thirty bilateral agreements with companies, research and/or educational

organizations and associations.

Most of these projects generate income. Partnerships created in previous years brought in about 800k€ income in the 2011 budget. However it should not be forgotten that:

- Partnerships are considered in principle as joint research actions at shared cost, often 50/50 - with SOLEIL contributing in kind or with its own funds to the activities,
- Collaborations subject to calls for proposals are not perennial, e.g. the CECILIA2 consortium was not extended by the European Commission in 2011 and it took a year before European transnational access was re-funded again (CALIPSO).

## Enter, or not, in a logic of calls for projects

Many of our partnerships are partly funded by third parties

(ANR, LABEX, European Commission, ESF, regions, etc.) on the basis of calls for projects (44/year for ANR alone!). Given the preparatory work required before the submission of a project to these calls, it is necessary for SOLEIL to weigh up the pros and cons in terms of scientific strategy, positioning within the project partners, management constraints and also image. The few euros gleaned in a project can turn out to be expensive to manage during the 4 or 5 years of the contract. Conversely, becoming attached to a project at the last moment can be very beneficial not only in terms of resources but also new relationships!

At SOLEIL, the right approach is based on our researchers' initiatives, their ability to imagine the future, in a word, their "feeling" for a project. It is up to

us to find, with them, the most suitable framework for the development of their research, teaching and technology transfer projects.

This does not prevent us from thinking about more sustainable partnership models such as thematic platforms for research and services, such as the IPANEMA platform for ancient materials that SOLEIL devised in 2004 to meet the needs expressed by the scientific communities. Partly funded through the CPER 2007-2013 with the Ile de France region and the state, this is being built on the SOLEIL site and is now owned by a consortium of partners that will make it grow and evolve.

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