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# TSE 2030

## Strategic project

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# Table of contents

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Introduction	<i>page 3</i>
Our vision / Our missions / Our values	<i>page 5</i>
Our strategy	<i>page 8</i>
Our needs	<i>page 12</i>
Further information	<i>page 16</i>

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# Introduction

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**“A fragmented opposition laments the triumph of economics over human values, a world with neither pity nor compassion and prey to private interests. These critics warn us of the disintegration of the social contract and the loss of human dignity, the decline of politics and public service, and the environmental unsustainability of the present economic model. (...) Have we lost sight of the common good? If so, how might economics help us get back on track in pursuing it?”**

These questions laid out by **Jean Tirole** in “*Économie du Bien Commun*” are at the heart of TSE’s scientific and educational project.

## Purpose of this document

Throughout its 40-year history, Toulouse’s community of economists has continually adapted its organization to fast-changing regulatory contexts and strategic challenges. Today, the transformation of TSE into an independent public institution (“*grand établissement*” or GE) opens up new perspectives for its project of excellence. Based on its world-class scientific human capital, and taking advantage of the autonomy the new GE status provides, TSE today aims to become a world leader for dialogue between economics and other quantitative social sciences, to better serve its students, partners and scientific progress, for a better world.

## Background

Economics, and more generally quantitative social sciences, offer analytical tools and solutions to the extraordinary challenges of a world in transition, full of hope but also risks.

The intensity and complexity of these social issues call for ever more sophisticated tools of analysis and understanding, and no single science can grasp them or measure their immense consequences. Yet what scientists are called upon to do is to enlighten, educate and support citizens and decision-makers, enabling them to take fully responsible decisions and adapt their behavior in the interests of a sustainable common good, for present and future generations.

Quantitative approaches have always enabled the human race to simplify complex ideas, making them understandable, and allowing them to be compared with real-world observations in order to establish their validity. They also enable us to build bridges between the sciences, by sharing common tools for enhanced cooperation.

## Main framework of the TSE 2030 reforms

The reform launched in 2022 will have an impact on TSE’s four key success factors:

**Governance:** The creation of an autonomous Grand Établissement (GE), with international-standard governance, brings teaching and research under the same authority, with strategic support from the Jean-Jacques Laffont Foundation (FJLL). The GE’s control over HR and budget management clarifies and stabilizes the leadership of TSE’s collective ambition. By aligning authority with responsibility, TSE’s identity is strengthened, as are its national and international ambitions, its values of academic excellence, and its flexibility in the face of changing societal demands. In progressively transferring operational missions from the FJLL to the GE, TSE re-establishes an institutional logic within an integrated whole, better able to make the right trade-offs between its different missions.



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## Introduction

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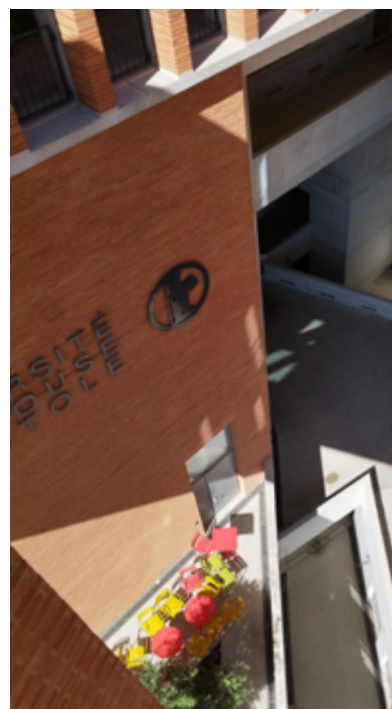
**Scientific organization:** Continued integration of disciplinary fields and growing ambition for the TSE school have led to an ongoing organization into joint research and teaching departments, designed to complement the current structure (thematic research groups). This reform enables researchers from other social sciences to be fully integrated into the TSE community, with a view to creating new synergies. It also encourages the emergence of more open academic projects, by applying the principle of subsidiarity, while respecting the principles and values that govern the whole TSE community. New areas of freedom will thus be created to develop new identities that create collective value within TSE.

**Academic organization:** The creation of the GE is a unique opportunity to offer teaching programs with high potential for professional fulfillment of the best baccalaureate graduates in France (as an alternative to the grandes écoles) and abroad, inspired by the LSE model, for example. This high potential reflects the intense research links that TSE has developed with numerous industry and policy partners.

As a result, TSE offers considerable scope for development and value creation in France, without sacrificing any of its public service missions. By controlling its budgets, its teaching staff and its range of courses, the school will be able to clarify and strengthen its higher education offer, particularly in quantitative social sciences, with the eventual creation of a multi-disciplinary undergraduate course in social sciences and various master's degrees adapted to the contemporary world and its entrepreneurial, climatic, digital, social and political challenges...

In addition, TSE will be strengthening its **executive education** activity with high-level cycles based on its scientific excellence and its network of partner companies and institutions. This development will help finance our institution's drive for excellence.

**Ambition for Toulouse:** On an institutional level, TSE will continue to support projects aimed at the emergence of a major research-based university in Toulouse, with international-standard governance as a guarantee of academic excellence. As already demonstrated on several occasions since its creation, TSE will cooperate with local initiatives aimed at carrying out this ambition. Our long-term ability to develop the TSE project depends on a thriving higher education and research environment in Toulouse.



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Our vision  
Our missions  
Our values

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## Our vision

TSE aims to become one of Europe's leading players in research and teaching in economics and quantitative social sciences.

To achieve this, TSE will need to strengthen its attractiveness to top researchers and students from all over the world. TSE aims to become a melting pot where students and leading researchers from the various quantitative social sciences, including its core area of economics, interact to invent new research and training methods and develop new answers to major contemporary issues.

At the heart of this dynamic, TSE aims to reinforce its role as a platform where researchers and decision-makers – both public and private – can come together to identify new economic, social and societal challenges, and find answers to them based on quantitative economic and social science research.

## Our missions

TSE's mission is to advance and transmit knowledge at the frontier between economics and other quantitative social sciences, in order to best serve humanity.

TSE provides relevant theoretical and practical answers to complex economic, social and societal problems. Our aim is to provide students, partners, decision-makers and citizens with the scientific knowledge and tools they need to solve them.

**To achieve its objectives, TSE relies on the trio: research, teaching, outreach.**



## Our values

*Inspired by our history, our guiding values are:*

➤ **Entrepreneurship and innovation**

Working together to find new methods, new frameworks, new challenges, to strengthen our impact.

➤ **Scientific integrity**

Relying on external assessments by leading international figures, using scientifically sound methods to guarantee the transparency of our approaches and the robustness of our results.

➤ **Excellence**

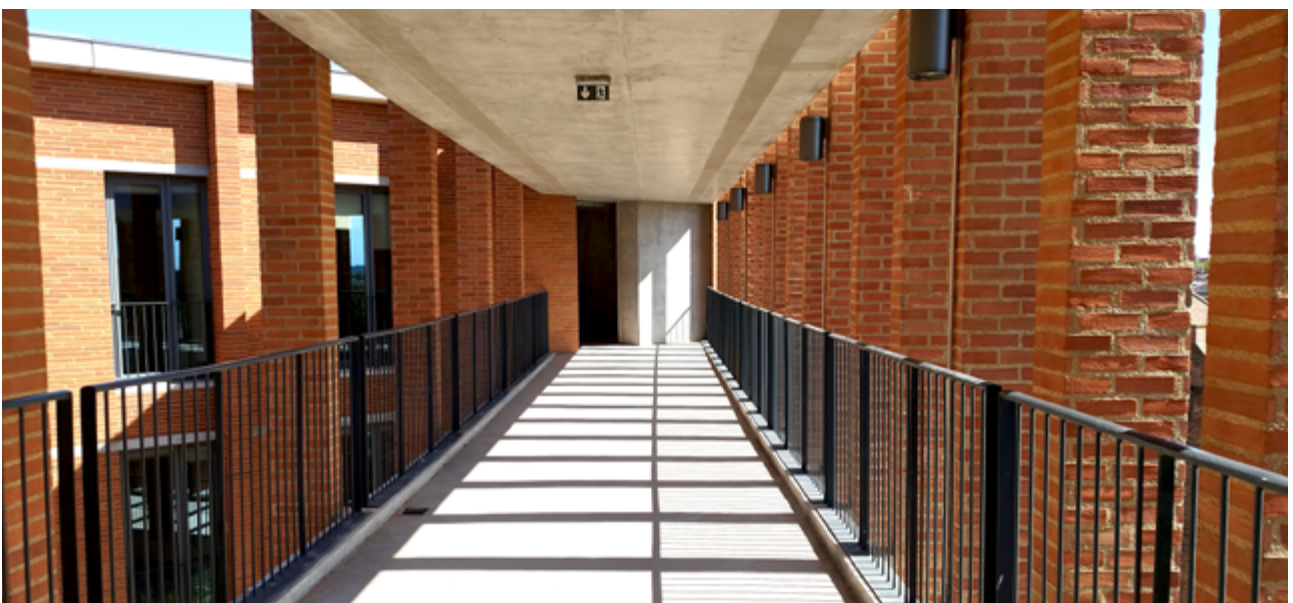
Enabling researchers and students to give the best of themselves, so that they can progress individually and help the world progress.

➤ **Collegiality**

Putting social and scientific interactions at the core of our reactor, for the benefit of the collective project, in synergy with individual aspirations

➤ **Individual fulfillment**

Giving our scientists the freedom to pursue their research, providing personalized support for our students and a humanist framework for our employees, so that each individual can achieve his or her potential by finding his or her own path, while respecting others.



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# Our strategy

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To carry out its missions successfully, TSE has set out its ambitions and its strategy based on the trio **“research, teaching, outreach”**, symbolizing its vocations and expertise.

### Research

TSE is regularly ranked in the world’s top 10 in economics research, and no. 1 in continental Europe, while its multidisciplinary IAST research center has become a world benchmark in its field in the space of 10 years. These results reflect the community’s scientific ambitions and can be explained in particular by the quality of its academic recruitments: TSE and IAST recruit young researchers on the international academic market, as well as senior or promising researchers from the world’s top universities.

To reinforce this virtuous circle (scientific impact attracts good researchers, who in turn consolidate scientific impact), it is necessary to offer everyone a sound working environment and operating resources that enable them to make rapid progress in their expertise and effectively advance science. The TSE building is part of this policy, as are the additional resources provided by the FJL, including high-quality administrative support, assistance in managing calls for projects, dedicated computing resources, installation grants, individual research budgets, incentives and more. An organizational system that limits the managerial demands placed on researchers also supports TSE’s attractiveness.

The creation of the GE will simplify recruitment processes, clarify career management and speed up decision-making. This must go hand in hand with changes to our recruitment and promotion processes: including the “teaching” dimension in recruitment criteria, reinforcing the diversity (cultural, disciplinary and gender) of profiles, and taking into account the appetite of candidates for working and living in France. The new Foundation/School structure should also make us more attractive to top-level researchers.

The creation of research departments will strengthen both collegiality and internal interdisciplinary exchanges. This will take the form of more open scientific activities and research and teaching programs, particularly those that enable a better dialogue between the sciences, which is essential in the face of the growing complexity of societal challenges.

TSE’s partnership research managed in teams, notably through thematic Centers focused on societal applications, fosters encounters and intellectual proliferation – the prerequisites for innovative research. The TSE Centers contribute to one of our main ambitions: to bridge the gap between research and

public or private decision-making, in order to address the most contemporary issues through cutting-edge scientific approaches, for the common good. This is a relatively rare position in Europe in the social sciences, and one that has earned TSE recognition as one of the world’s leading industrial economics research centers.

Firmly convinced that external assessment is an essential lever for research quality, TSE has an external scientific council, made up of internationally recognized researchers, including Nobel laureates. The council annually reviews individual productions, issues recommendations on research organization and recruitment policy, and audits the doctoral school and departments. Close links between the scientific council, organized by the FJL, and the new GE research council should make it possible to integrate complementary assessment criteria to those on scientific production, improve feedback to researchers and strengthen the teaching/research link.



### Teaching

Reinforcing our ambitions in the field of higher education is at the heart of the new TSE project. We will seek to better allocate our extraordinary scientific human capital to promote these ambitions, while respecting the skills and aspirations of each individual. The TSE School pedagogical project (from undergraduate to doctoral courses) is unique in France and pioneering in Europe, internationally attractive, and supported by one of the world's leading economic research centers. At the heart of the project, our students will benefit from the most relevant scientific input, favoring rapid transfer and solid appropriation of knowledge.

Modern democratic societies are facing new challenges (health, geopolitical, climatic, social, technological) that make it essential to call on autonomous, creative experts with multidisciplinary approaches, capable of mobilizing knowledge and rigorously analyzing data from all sources. Today's younger generations are motivated to take up these societal issues, to acquire skills and become agents of change: our teaching methods, our multi-disciplinary content, our connections with companies, public employers and major international organizations, will enable our graduates to become the experts who anticipate and accompany these changes.

Our teaching methods and courses will be modernized to enhance our post-baccalaureate appeal and the employability of our students. This will involve clarifying our academic structure, creating new international programs, increasing the presence of practitioners in our courses, implementing methods to develop our students' critical thinking skills, and creating double degrees (with other French schools or foreign universities), which will enable us to usefully "challenge" ourselves alongside other high-performance institutions. These reforms will go hand in hand with the implementation of a real estate master plan to define the infrastructure needed to provide the best possible campus for our students.

As for our doctoral training program, it too benefits from the reputation of our researchers, and operates strong principles for which TSE is a pioneer in France: pre-selection of doctoral students from M2 via a dedicated track, funding of all doctoral students, freedom to choose thesis topics, collegial supervision, no parallel solicitation during training, refusal of endorecruitment, etc. Particular attention will be paid to the quality of life of our doctoral students, in particular through changes in thesis supervision methods and increased opportunities for dialogue.



TSE is also committed to initiatives that make excellence accessible to as many students as possible. In particular, this involves working against the self-censorship observed among many baccalaureate holders, due to their gender, social or geographical origin: the ARTE (Année Réussite à Toulouse en Economie) program enables high school students to enter TSE via an additional year of higher education, and the "Cordées de la réussite" program identifies and supports high-school students from targeted establishments. More generally, TSE strives to combat gender stereotypes, in cooperation with local and national higher education authorities, to raise awareness of scientific careers among young girls, and to provide Jean-Jacques Laffont scholarships for students from emerging countries.

With the support of the FJL and the TSE faculty and staff, the School will need to consolidate its "community", by more fully involving its students, PhDs, alumni (including those from the doctoral school), former post-docs, etc.

### Outreach

Since its origins in the 1980s, the TSE community has considered knowledge outreach as important a mission as research and teaching. TSE's outreach policy has two main focuses.

• **A research platform** to promote researcher-practitioner interactions: the TSE community has developed internationally recognized expertise in partnership research by understanding that relations with public and private socio-economic players can help identify of new issues to be understood or paradigms to be overcome. This platform, steered by the TSE-P foundation, enables TSE researchers to explore new research themes and challenge their research through interactions with economic actors. It also enables partners to sound out their practices with economic and social science academic experts. This instrument has been at the root of many major scientific breakthroughs by TSE researchers<sup>1</sup> over the years. The organization of partnership research projects into six thematic centers<sup>2</sup> ensures greater external visibility and better interaction with the academic world, although the relationship between centers and departments needs to be clarified. Climate issues, a real priority for civilization, should be given even greater prominence. This major asset of TSE will be better promoted in our educational courses.

In order to be at the heart of where many bright ideas are born, it is crucial for TSE to forge strong partnerships with civil society, citizens, non-profit associations, foundations and groups. TSE's role here is to bring expertise to debates and compare our research with the realities on the ground. Involving civil society in our conferences, talks and forums is essential in order to give a voice to the people, complementary to the voice of industry and policy, in order to guarantee greater credibility and impact for TSE's outreach, as we need to be vigilant about the political neutrality of our public positions.

• **A strong dissemination policy** to share TSE's research and teaching as far and wide as possible, because a truly democratic society is one in which citizens can access the tools they need to understand contemporary issues. By increasing its outreach publications (magazines, websites, social networks, newsletters, activity reports, books, etc.), open events<sup>3</sup>, forums and press articles, TSE will go further in its core mission of shedding light on current debates. Recently, for example, TSE and IAST researchers have made public contributions on the health crisis, the challenges of climate change, the issue of immigration, economic regulation, the weight of GAFAs, ethical issues surrounding autonomous vehicles, the emergence of cryptocurrencies, etc. The existing initiatives will be reinforced by new and extended projects: becoming a genuine content producer by making better use of the web (MOOCs, web channels, social networks, etc.), mobilizing students and alumni around "TED-like" talks, intervening more in high schools, imagining joint international initiatives with foreign partner academic institutions, etc. The content of these initiatives must illustrate the interactions between economics and other social sciences, as well as the social utility of our research.

TSE's outreach actions support the institutions strategy of reinforced partaking in regional and national academic and professional networks.



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1/ Platforms, regulation of financial and energy markets, control of the market power of multinationals, infrastructures and networks, health, climate, pensions, etc.

2/ Fields covered (2022): Digital, Energy & climate, Sustainable finance, Infrastructures & networks, Competition policy & regulation, Health economics

3/ *Grand débat national*, thematic webinars, *Sommet du bien commun* (1<sup>st</sup> edition in 2021: over 6,500 people around a dozen round tables), ...

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# Our needs

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## Our needs

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A series of internal collaborative workshops held in 2023<sup>4</sup>, provided input for TSE's strategic reflection and enabled participants to express their needs as members of the community: alumni, researchers, staff, students and teachers. The profusion of these contributions and their link with certain strategic issues prompted the TSE Management Committee to take them into account by structuring them around 5 major themes. Responses or ideas for consideration (in blue) have been put forward by the Management Committee. Follow-up with stakeholders will be ensured.

### Need for organization and structure:

- Need for more democracy within TSE, within a clear governance framework.
- Need to clarify objectives and directions: have a clear strategy for teaching and research centers, set clear and compatible objectives, accompanied by an action plan and the means to achieve them.
- Need for more human and material resources, in particular to improve working conditions to retain the best talent and ensure that our infrastructures are adapted to our teaching requirements.

- *The creation of the GE should clarify our procedures by reinforcing the principle of subsidiarity.*
- *The strategic work in progress will result in a clear roadmap, which can be broken down into collective and individual objectives.*
- *A real estate master plan is currently being drawn up, defining our needs and the means to provide the necessary infrastructure.*

### Need for collaboration and cohesion:

- Need to use TSE's research centers as bridges between research and education
- Need to strengthen interdisciplinarity
- Need to strengthen diversity

- *Interdisciplinarity is at the heart of the GE project, with the creation of the SBS department and a recruitment plan currently under construction.*
- *We want a matrix-based organization, with research centers distilling and promoting partnership programs.*
- *We are lagging behind on diversity (gender and social), which is a major issue: initiatives will have to be taken to strengthen the feminization of our faculty and our students (especially PhDs) and the social diversity of our students.*

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<sup>4</sup> See the "further information" section of this document for full details



### Need to improve the school's attractiveness and quality of life:

- Need to reinforce the desire to join TSE, in particular through a greater presence of researchers in the media and greater involvement of the alumni network.
- Need to develop TSE's reputation by strengthening our international partnerships and our impact outside the field of economics.
- Need for better listening and involvement of students and alumni

- *The new Impact Department will strengthen TSE-IASST's presence in public debate (e.g. the Common Good Summit) and the media, and build a powerful international alumni network.*
- *The growing strength of the SBS department should enable us to broaden the impact of our community*
- *International academic partnerships will be strengthened to offer our students a range of host universities at least equal to TSE.*
- *The presence of students on the GE's governing bodies (Board of Directors: 2; Regional Council: 1; University Council: 2) will enable them to make their voices heard more effectively.*

### Need for leadership and corporate culture:

- Need to reinforce our commitment to exemplarity, for example by adopting a partner selection charter (including ethical rules and CSR criteria), by increasing the transparency of our communications, by better embodying the values of the common good and by strengthening our internal coherence (better defining rules and enforcing them).
- Need to bring more clarity on everyone's duties, in particular by setting out a clear policy on rights and duties within TSE.

- *The Management Committee will launch a review of the criteria (notably CSR and ethical) for accepting donations or partnership research contracts; this should lead to the drafting of a "charter" early 2024.*
- *A project to simplify/clarify our procedures is to be launched, taking into account the creation of the GE and feedback from current procedures; an "internal procedures code" will then be produced, to provide a reference document that everyone can use.*
- *The TSE Charter is due to be revised to take account of the new institutional configuration and explicitly address the rights and duties of community members.*

### Need for well-being at work:

- Need for more responsibility and trust
- Need to strengthen recognition

- *The GE becomes the main employer of public-sector researchers + staff, which means that specific HR rules need to be drawn up, in order to reinforce fairness and accountability, and to implement tools for forward-looking management of jobs and skills adapted to the public-sector context.*
- *Recognition systems are to be implemented, including annual appraisals and individual objectives (staff), while seeking consistency between FJIL & GE.*







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# Further information

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## Further information

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### Methodology

Between March and September 2022, at the request of the FJL Board, the TSE Management Committee carried out a strategic review to define TSE's strategic priorities and draw up a "target operating model", taking into account the opportunities generated by the new institutional structure. The Management Committee's report, validated at the end of September 2022, took into account the advances made in the 2020 "10-vision" report.

In order to improve this document, the Management Committee decided to submit it to the TSE-IAST community for their input.

In the autumn of 2022, the framework for this consultation will be finalized and presented on January 17, 2023 at the TSE forum:

- Presentation and dissemination of the project, followed by the launch of creativity workshops involving various internal and external stakeholders;
- 6 workshops organized: one with the Management Committee (Jan 30) and 5 with stakeholders (Feb-March)
- A one-day Management Committee workshop (March 20) to assimilate the material produced by the workshops and prioritize its integration.
- Feedback forum (April 17), with presentation by the Management Committee of a strategic document enriched with contributions from the community.
- Interactive process with the community to gather feedback on this enriched document (until mid-May)
- Management Committee workshop (May 22) to work on the action plan based on the stabilized strategic project
- Presentation of strategic project and action plan to FJL Bureau (May 30), FJL Board (June 6) and GE Board.

### Nature of workshop contributions

The workshops produced a wide range of sound and relevant contributions, reflecting both the rallying of the community around this project and the diversity of its points of view.

The contributions were divided into two major sub-groups:

- Needs expressed by the community, outside the scope of the strategic project itself, but too important not to be taken into consideration;
- Ideas taking up, completing or amending the strategic document, around the three core missions.

### Corporate organization

TSE is structured around three distinct entities, working together around a common strategy and shared or pooled resources.

- **The School of Economics & Quantitative Social Sciences – TSE (EESSQ – TSE):** A large, autonomous institution, managing the undergraduate, postgraduate and PhD programs, and co-supervising research with the laboratory (UMR TSE-R) and the JIL Foundation. Its Board of Directors members' are mainly external personalities, some of whom are appointed by the Fondation Jean-Jacques Laffont – TSE.
- **The Unité mixte de recherche (UMR) TSE-R** is a laboratory housing most of TSE's researchers and teachers in economics and mathematics, under the supervision of the GE, CNRS, INRAE and EHESS. The UMR has its own director, administrative staff and laboratory council. The UMR contributes to the structuring of research within TSE, which is now organized into departments that enjoy a degree of autonomy in terms of scientific leadership, management of resources, recruitment and teaching activities in conjunction with the school.
- **The Fondation Jean-Jacques Laffont – TSE** is a scientific cooperation foundation, created in 2007 in response to a call for projects from the French government. Its public founders are Université Toulouse Capitole, CNRS, INRAE and EHESS. Its Board of Directors is 85% external and its Scientific Advisory Board 100% external, guaranteeing

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## Further information

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conflict-free governance. Its members share TSE's values of excellence. The Foundation steers TSE's global strategy and provides resources (financial and human) thanks to the return on its capital, resulting from two private fundraising campaigns. It houses two foundations under aegis, one, TSE-P, which organizes TSE's partnership research activities, and the other, IAST, which oversees TSE's multidisciplinary research in the social sciences.

## Teaching structure

The school currently has 2,400 students, with a more international profile than most grandes écoles. TSE offers its students a unique experience of multicultural immersion: most researchers and lecturers are either foreign, or have graduated from prestigious international universities; a large proportion of courses are taught in English, and scientific papers are written in English; 45% of TSE's Master's students are foreign, while among PhD students, the percentage rises to 80%.

The integration of its graduates is comparable to that of France's leading engineering and management schools: while 20% of Master's graduates go on to a doctorate, 75% of the others are recruited by the private sector (consulting or law firms, major service companies, industry, innovation, etc.) and 25% by major international organizations, national administrations, supervisory and regulatory authorities and central banks. On average over the last three graduating classes, 91% of Master's students find a job within six months after graduation, generally in management positions. Over 40% are working in a country other than France. The median gross entry-level salary in the private sector outside France is €54K, and €45K in the private sector in France.

TSE's courses are organized over three cycles:

- **Bachelor's degree cycle:** Baccalaureate holders have direct access to two non-selective courses (economics-management and economics), two selective courses (economics-law and economics-mathematics-computing) and an adapted course (ARTE). As in the grandes écoles, a selection based on academic merit is made at the end of the first two years of these undergraduate courses, combined with an active orientation process for non-selected candidates. Direct access to TSE from the 3<sup>rd</sup> year of undergraduate studies onwards is offered to students of grandes écoles preparatory classes on selection of CVs and via a competitive examination, as well as to students from other academic institutions in France and abroad. TSE plans to create a selective, multi-disciplinary bachelor's program in quantitative social sciences.
- **Master's cycle:** We currently offer 8 specific master's programs, including 4 international master's programs taught entirely in English. This offer will be extended to include two new masters in quantitative social sciences:
  - Master in Applied Economics
  - Master's degree in econometrics and statistics
  - Master's degree in economics and competition law
  - Master Finances (in partnership with TSM)
  - Master in applied economics (3 courses in M2)
  - Master in economics (3 courses in M2)
  - Master in data science for social sciences
  - Master in mathematics and economic decision
- **Doctorate cycle:** Taught entirely in English, this cycle begins with a dedicated course in the second year of TSE's Master's degree, followed by a dedicated research diploma (MRes), then the years of the thesis production (generally 4).





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