

The 2050 Board Meeting

How a Time Machine

can change our perspectives?

Hugues BENOIT-CATTIN, INSA Lyon France

Stéphane GRUMBACH, INRIA, France

INTRODUCTION

- In a VUCA/BANI world, how to envision the future and align strategies?
- A paradoxical challenge for universities
- The case of INSA Lyon
 - French university engaged in innovative approaches
 - Experiment « Future Design » with a conceptual Time Machine

Volatile
Uncertain
Complex
Ambiguous

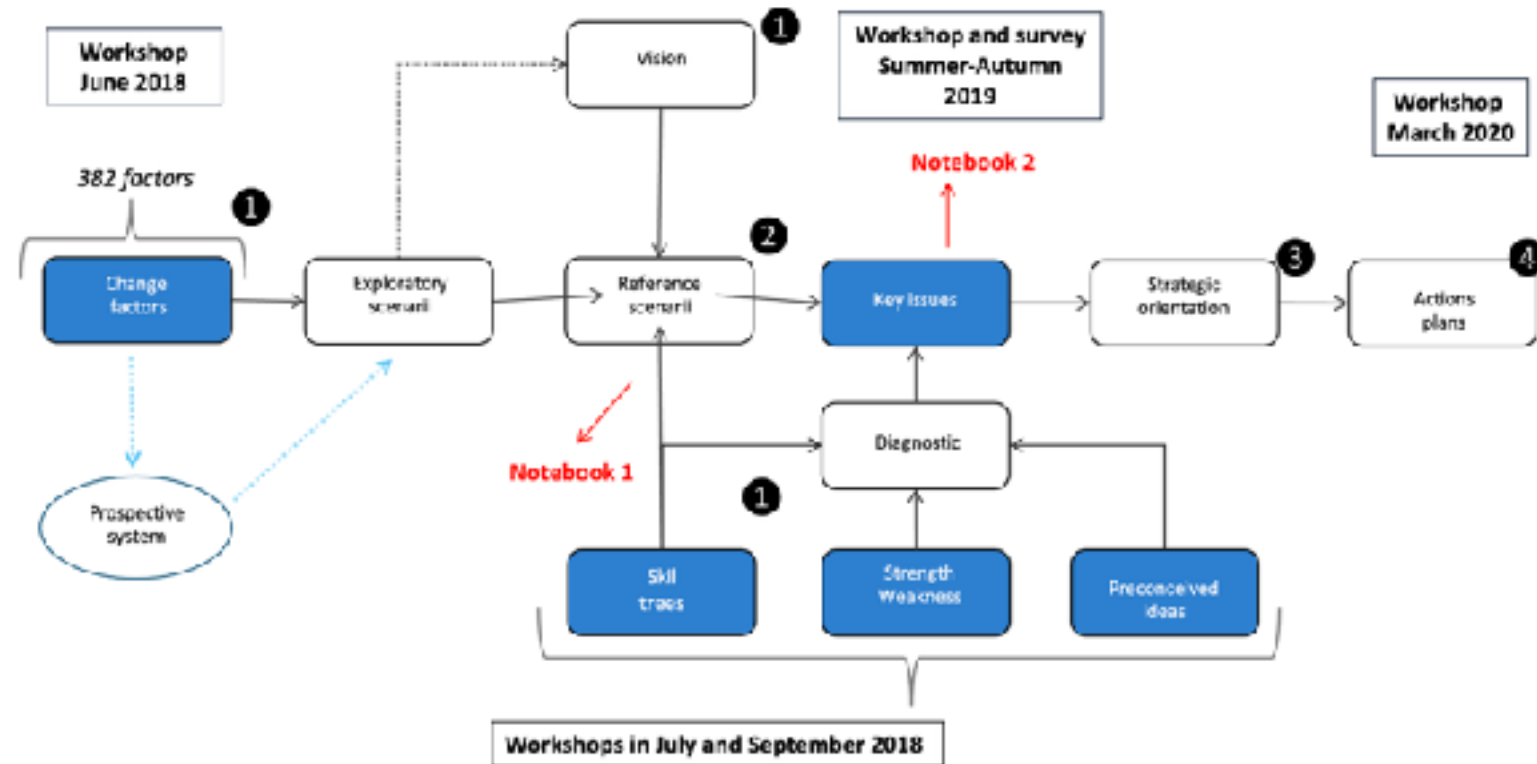
Brittle
Anxious
Non-linear
Incomprehensible

INSA Lyon: A French Engineering University

- Created in 1957
- An alternative vision: Engineers as « Philosophers in action »
- 5400 engineering students - 9 engineering departments
- 600 PhD students - 22 research laboratories
- 700 faculty members / 600 administrative staff
- Since 2018, a new strategic direction the Gaston Berger “Prospective approach”

INSA 2040 A 2 Years Foresight Process

- 500 staff and students, 80 external partners
- 18 exploratory scenarii
 - > **5** scenarii retained
 - > **9** key issues



Landing on the INSA Lyon Strategy and its Implementation



AMBITIONS 2030

5 TRANSITIONS

16 AMBITIONS

TRANSITION ÉNERGÉTIQUE, ENVIRONNEMENTALE, ÉCOLOGIQUE

- Vers un modèle vert et sobre en matière de ressources et de consommation
- Vers un campus résilient, sobre, et libre de polluants atmosphériques et environnementaux, avec une eau saine
- Vers une Université INSA Lyon capable de répondre aux enjeux de la transition écologique

TRANSITION NUMÉRIQUE

- Vers un établissement hautement innovant et connecté au monde numérique
- Vers un numérique facilitateur des compétences, des savoirs et des métiers, et des modes d'accès à l'école
- Vers un numérique responsable, durable, inclusif et sécurisé

TRANSITION DE MODÈLE ÉCONOMIQUE

- Vers une réorientation des enseignements et des stages de formation continue
- Vers de nouveaux modes de coopération avec les entreprises et un contrat pédagogique innovant
- Vers un écosystème de la science pour les enjeux thématiques, au service d'un futur durable

TRANSITION SOCIALE

- Vers un modèle vertueux de réussite de tous les étudiants
- Vers une qualification innovante, pertinente, équitable et ouverte au monde
- Vers une Université INSA Lyon capable de répondre aux enjeux de la transition sociale

TRANSITION INSTITUTIONNELLE

- Vers une organisation innovante et performante
- Vers un INSA Lyon capable de relever les défis de la transition et de répondre aux enjeux
- Vers un INSA Lyon capable de répondre aux enjeux de la transition et de répondre aux enjeux
- Vers un INSA Lyon capable de répondre aux enjeux de la transition et de répondre aux enjeux



- 5 steering groups including staff and students
 - Evaluation of the institution progress
 - Proposal of new actions and progress

2024 : Assembly for Ecological and Social Transition

- An assembly inspired by the French Climate Convention of 2020
- To reassess the strategy in light of socio-ecological challenges
 - 100 participants (staff, students, partners), 65% selected by lottery
 - 4 sessions of two days between May-November 2024
 - Conferences and workshop sessions including “Time machine”
 - Co-development of orientations and actions on 5 domains
 - Education - Research - Collaborations - Institutional operations - Learning community



A Time Machine Experiment

Scheduled in the board meeting of March 28, 2024,
2 hours with 12 members of the direction board

Course of Experiment

- Three phases
 - Introduction (40 min)
 - Future design methodology
 - 2050 scenario elaborated by a group of students
 - Severe environmental degradation & China leading power
 - University future vision by INSA Lyon Director
 - Transportation in 2050 by
 - « The Time Machine » with teleportation noises (60 min)
 - The 2050 scenario as the current reality
 - Critical assessment by each participants of the 2024 decisions
 - Back to 2024 (20 min)
 - Sharing emotions
 - Deepening critical analysis

Experiment Analysis

- Rapid and complete commitment of all participants
 - Initially skeptical ones turn enthusiast
 - Quick adaptation to 2050 « time zone »
 - Full adherence to 2050 hypotheses
 - Emotional as well as analytical engagement
- Greater freedom of thought than usual
 - Genuine intellectual stimulus
 - Rare level of engagement

Experiment Analysis

- Significant perspective on present decisions
 - Critical of 2024 choices
 - Motivation to pursue more impactful actions
 - Questioning of the current consensual collective decision process
 - Renew the “willingness to go into battle”
- Heightening awareness of long-term planning vs daily operations
- Hope to prompt reflections on the raised issues
 - Training of “ingenious engineers”

Perspectives

- Demonstration of the Time Machine potential on a management committee
 - Deepening level of thinking, discussion ...
 - Accelerating formulation of long-term vision
- How to institutionalize this process with a forward-looking perspective?
 - Impact of the choice of the scenario ?
 - Frequency of the use of the Time machine? with whom?
- Time machine and/or “representatives of the future”
 - INSA students as good candidates
 - How to train them? On which scenario?