MFA placement prospectus 2022-23

A prospectus for hosting IIPP Master of Public Administration placements

Changing how public value is imagined, practiced and evaluated to tackle societal challenges
The Institute for Innovation and Public Purpose (IIPP) is a department in the Bartlett Faculty for the Built Environment at University College London. Founded and directed by Professor Mariana Mazzucato, IIPP’s goal is to unite our teaching, research, public policy and engagement activities into a movement for change. We celebrate the public sector as an equal, entrepreneurial and purpose-driven partner in solving 21st century challenges.

Our Master of Public Administration (MPA) in Innovation, Public Policy and Public Value focuses on the competencies, capabilities and leadership skills needed to build purpose-driven organisations in the public, private and civil sectors.
IIPP is inviting Expressions of Interest from public sector organisations seeking to host seven-week placements for our MPA students during 24 April and 9 June 2023.

The context

The challenges that confront us are complex and interconnected, including rising inequality, ageing societies, populism, and climate change. Many organisations are working to solve these problems to achieve a fairer, more sustainable future. But today’s challenges cannot be resolved by one organisation or sector alone. Finding solutions requires strategic collaboration and innovations that can only be delivered through the combined power of state, business, and the third sector.

IIPP dares people to imagine a new role for the public sector as an investor of first resort for innovation rather than a lender of last resort, and we approach the state as an ambitious, entrepreneurial and dynamic partner in the delivery of solutions. This view counters the narrative of public institutions as cumbersome, risk-averse fixers of markets. The public sector can and should co-create value and markets, and it can actively shape them to achieve prosperity and wellbeing of the majority.

Placement criteria

- **FOR THE PUBLIC.** Placement is carried out for public sector organisations, by embedding students within those organisations.
- **IN PUBLIC.** The findings from placement are publicly available through public presentations, to support the sharing of knowledge and practice across public organisations.
- **PUBLIC VALUE.** Placement creates public value by addressing real need through real briefs and challenges.
- **ADDITIONAL.** Placement only carries out projects that host organisations do not have the capacity to commission otherwise — it is not an alternative way of delivering existing work.
- **SELF-CONTAINED.** Briefs for placement projects lead to clear outputs that are started and completed within the placement period.
- **STRATEGIC.** Placement projects have high-level commitment and backing from senior leadership within host organisations.
The MPA

There is no equivalent post-graduate degree that brings together economics, politics, design, and public administration. The MPA is uniquely focused on structural change and innovation and it examines the dynamic capabilities required in the public sector to tackle grand challenges. Throughout the course, we help students consider the explorative and risk-taking processes that change, innovation, and socio-economic transformation require. Our aim is to equip our graduates with skills that will help organisations to become challenge-led and driven by public purpose.

In the 2022-23 academic year, we are working with 70 MPA students from 25 different countries across the Americas, Asia, Europe, and North Africa. Our students come from a wide range of backgrounds, including government, design, law, and advocacy, and, on average, they bring 3-5 years of work experience. The MPA programme is divided over three terms in one academic year, with six core modules:

- **New Economic Thinking and Public Value**: Considers the alternative models for public policy, governance, and administration from those focused on ‘market fixing’ to new ones that can be expressed as ‘market shaping’.
- **Economics of Innovation and Public Purpose**: Focuses on the economics of innovation and technical change, with attention to the theoretical contributions of evolutionary and structural economics.
- **Politics, Power and Systems Change**: Seeks to understand systems, actors in the systems, and institutions and the mechanisms behind the structural change. This includes an introduction to systems analysis, mapping, and exploring systems change cases.
- **Making Decisions: Evidence and Evaluation**: Combines a survey of policy evaluation methods, including qualitative, quantitative, and mixed-method approaches, with a deeper discussion of the connection between a phenomenon, measurement, interpretation and, ultimately, decision-making.
- **Creative Bureaucracies**: Looks at governance frameworks geared to developing dynamic capabilities within organisations that need to be flexible, adaptable, and willing to experiment.
- **Transformation by Design**: Develops strategic design skills and techniques for creating policy innovation cultures, processes, environments, and organisations, particularly addressing the dynamics of digital transformation.

The placement programme

In the third term, our MPA students have the choice of writing a thesis or taking part in the placement programme; each year, approximately three-quarters of the students participate in the placement. The placement programme embeds teams
of 3-5 students with public sector organisations; each team is supported by an IIPP supervisor. Over the course of the placement, the team works on an agreed analytical project, rooted in a challenge faced by the host organisation.

Over the last three years, these projects have ranged from supporting London councils to analyse qualitative Covid hotline data and rethink pathways into accessing housing credits, to carrying out strategic evaluations of mission-oriented approaches in the space sector and to helping develop mission tools in public design agencies. The projects that have been the most successful for both students and host organisations have been clearly defined and rooted in excellent access to data and stakeholders. Some examples of student placement work can be found on our website here.

Through this work, the students gain insights on how organisations use innovation and systems change to tackle challenges; how to create and articulate a sense of shared public purpose both within and between organisations; how to manage complex relationships with multiple stakeholders; and how to evaluate activities using dynamic metrics that capture the market co-creation process, going beyond static cost-benefit frameworks.

Host organisations benefit from our unique mix of skills and approaches to public sector challenges, as well as the MPAs students’ energy and commitment to research and analysis with potential real-world impact. Our students and their IIPP supervisors bring a strong interest in innovation policy, technology and organisations, and are engaged with cutting-edge thinking around public administration, governance, strategic design and digital transformation.

The placements take place during Term 3, April–June. Matchmaking with host organisations and students takes place in February.
Deep dives into organisational challenges

Public organisations often lack the bandwidth or analytical capacity to look beyond day-to-day business and annual planning horizons. Our placement teams (students and supervisors) offer host organisations a unique way to tackle questions or projects that otherwise are set aside; the placements are deep dives into an issue hosts define and where they may lack the skills, time, or resources to tackle.

Blend of skills

Our students are selected through a highly competitive admissions process and come to the placement following two terms of intense study. Our students are diverse in terms of the backgrounds, interests, and skills. Where specific skills are needed by the host organisation, IIPP will seek to find appropriate matches.

Academic guidance

All placement groups are supervised by world-class academic or policy staff member at IIPP. Working alongside hosts and students, supervisors help the student teams to clarify the placement focus, to select and carry out an appropriate research design, and communicate their findings clearly. The supervisors regularly meet with the students; and all students present their work-in-progress to the MPA cohort during the halfway point of the placement, creating an additional layer of scrutiny and discussion.

Outputs

The placements groups present their research and findings in a slide-deck, which is delivered to the host at the end of the placement. Following the placement and as part of their academic work, each student will also write a 5000-word analytical report and a reflection blog to summarise the experience. While the host organisation is not the primary audience for this work, many students share this and other analysis.

Future talent

The student will graduate soon after the placement, and this offers host organisations a first look at emerging public sector talent schooled in our unique MPA programme. Through the placement, the host organisation strengthens its links to academics and is introduced to students who are highly interested in working for public sector organisations.
Profiles

**Mariana Mazzucato**
Founder and Director of IIPP

Mariana Mazzucato is Professor in the Economics of Innovation and Public Value at UCL. She works actively with policymakers on innovation-led inclusive growth. Her highly acclaimed books, The Entrepreneurial State and The Value of Everything, have been translated into 12 languages and have changed the global conversation about the role of the state in economic growth and the need for new economic frameworks to nurture and measure collective value creation.

**Rainer Kattel**
Deputy Director of IIPP

Rainer Kattel is Professor of Innovation and Public Governance at UCL. He led Ragnar Nurkse School of Innovation and Governance for 10 years, building it into one of the leading innovation and governance schools in the region. Professor Kattel is a co-author of Innovation Bureaucracies (forthcoming 2022), the first book-length study on the topic. His recent research looks at how digital transformation processes influence public value creation.

**Nora Clinton**
Head of the Mission-Oriented Innovation Network

Nora works as Head of the Mission-Oriented Innovation Network at IIPP. MOIN is a global network of public sector organisations who are pursuing mission-oriented and public value driven innovation. Nora has over 13 years experience in managing relationships and network structures in academic, charity and multinational business settings.
Eligibility

Organisations

IIPP offers placements to public organisations, social enterprises, and third-sector organisations who share the ambitions of rethinking the state. We ask that placement organisations can meet the commitments outlined below and have support for the placement at the senior level. Expressions of Interest are welcomed from individual organisations, from groups of more than one organisation, and from individual organisations that wish to apply for more than one placement group.

Location

We welcome Expressions of Interest from global and local organisations, as these placements can be hybrid or fully virtual. However, for those based in the UK and Europe, we suggest a hybrid placement — a mix of remote work and on-site visits. For all other hosts, a fully remote placement is perfectly acceptable. We understand that this is Covid dependent and at the discretion of the hosting team. If you have questions in this regard, please reach out to the IIPP team to discuss.

Timeframe

The placements take place from Monday, 24 April to Friday 9 June 2023. Expressions of Interest are due Wednesday, 25th January 2023. The shortlisting and matching students with organisations will take place at the end of February, with the aim to inform the host organisations the week commencing 6 March 2023.
Commitment of the host organisation

• Maximum group of five students to be placed.
• If shortlisted, you will enter into a Placement Agreement with UCL and work with IIPP to develop a Challenge Brief with all relevant background material including previous strategies and reports, mapping, drawings, data, and other evidence.
• Identify a Lead Officer capable of dedicating 3-5 hours per week throughout the placement, and a Senior Sponsor able to attend the final presentation.
• For in-person work and/or site visits, make full preparations for placements, including any necessary desk space, security passes, and internal communications. If significant travel from London is desired, we will be in touch regarding how to cover those costs.
• Set up induction meeting for students including introductions to key officers and making all relevant information available.
• Facilitate meetings with users and key stakeholders where appropriate.
• Meet students on a weekly basis, giving regular and honest feedback.
• Arrange a final internal presentation to the internal stakeholders, with the intention that the Lead Officer and Senior Sponsor attend the final presentation.
• Give feedback at Offboarding Meeting and complete the final feedback form.

Cohort of 2022-2023.
Timeline

November 29th (15:00 GMT)
MPA student placement Q&A group call for potential host organisations

January 25th 2023
Submit Expressions of Interest

February 6th 2023
Shortlist of placements / challenge briefs released

w/c February 20th 2023
Selection of students

w/c March 6th 2023
Inform hosts

w/c March 20th 2023
Inductions

April 24th–June 9th 2023
Seven-week placement

w/c May 15th 2023
Interim presentations

w/c June 5th 2023
Final presentations
How it works

1. Initial discussions: If your organisation is interested in taking part in the placement programme, we would be happy to have a call to answer any of your questions. IIPP members will also be able to support the development of the project brief.

2. Expression of Interest (EOI) Submission: Organisations submit their Expression of Interest, including the project brief, by 25 January 2023.

3. Placement Selection and Team Formation: Students review the project briefs and indicate their top choices. Placement choices are allocated, and host organisations are informed of their teams.

4. Placement Induction: The induction process for both students and host organisations take place in the week commencing 20 March 2023 before the placement begins.

5. Placement: Placement groups work with both their host organisations and IIPP supervisors to carry out the project brief.

6. Final Presentations: Final presentation of findings delivered to participating organisations and staff.

7. Offboarding and Feedback: Offboarding takes place after final presentations as a feedback discussion between students, the IIPP supervisor and the host organisation. IIPP will also circulate a feedback form, enabling anonymous feedback.

How to apply

Book a call to discuss hosting a placement or submit an Expression of Interest by contacting our

- Senior Teaching and Learning Administrator, Isha Reid (iipp.studentenquiries@ucl.ac.uk)
- Head of Mission-Oriented Innovation Network, Nora Clinton (n.clinton@s@ucl.ac.uk).

Find out more about the MPA here.
Testimonials

“We were grateful to have hosted 3 extraordinary IIPP student’s last spring. They have contributed to the Spanish entrepreneurial strategy, through good international benchmarking and academic framework insights. Beyond ENISA, other relevant stakeholders have been involved along the placement and the student’s work will be soon published in a national specialized magazine.”

**Jordi Garcia Brustenga**  
Director of Operations and Strategy, ENISA  
Placement Host 2022

“We (as VisionZeroCancer) apply the principles of mission-driven innovation to healthcare, a space that is complex and highly regulated. It was a pleasure to have IIPP students with us to share our concepts and to discuss our work!”

**Bettina Ryll**  
Subject Matter Expert, Nollvision Cancer  
Placement Host 2022
The students from IIPP helped us map both our own practice and the practice of the Danish mission ecosystem. The framework they created based on their insights has served as direct inspiration in our subsequent work on exploring how design can be a valuable approach to launching and driving missions. The students were highly professional, had very relevant reflections and questions and quickly and eased seamlessly into our organization even though the collaboration had to be done online.

Christian Bason  
CEO, Danish Design Centre  
Placement Host 2021

“We had the pleasure of virtually hosting two IIPP students in New Zealand this year. Both Nina and Nikol were highly professional and engaging and they produced two excellent pieces of research including an assessment tool for mission-led policy. We are using insights to inform our thinking on taking mission-led innovation policy forward in New Zealand. We would highly recommend this programme.”

Donna Purdue  
Chief Economist, Ministry of Business Innovation and Employment, New Zealand Government  
Placement Host 2021

“The students from IIPP helped us map both our own practice and the practice of the Danish mission ecosystem. The framework they created based on their insights has served as direct inspiration in our subsequent work on exploring how design can be a valuable approach to launching and driving missions. The students were highly professional, had very relevant reflections and questions and quickly and eased seamlessly into our organization even though the collaboration had to be done online.”

Christian Bason  
CEO, Danish Design Centre  
Placement Host 2021
Testimonials

“At the Design Council, we were lucky to work with three students from the Institute for Innovation and Public Purpose (IIPP) over the summer 2020 to start exploring what a methodology for measuring the social and environmental value of design should be. Guided by us, the students carried out research into the concept and practice of value measurement and the value of design.

They conducted two experiments to see whether ‘bottom up’ methods of value measurement could be applied to design, and synthesised the insights into a series of recommendations for us to take forward and create a methodology for the Design Economy 2021 report. The work the students produced has been greatly beneficial to us at the Design Council and we thoroughly enjoyed this partnership.”

Cat Drew
Interim Chief Executive and Chief Design Officer Design Council
Placement Host 2020

“It was great to work with IIPP students. They were professional and creative, and brought in their own experiences as well as their learning from IIPP. They really became part of the team and made a significant impact on the rough sleeping project and its direction.”

Claudia Knowles
Service Designer, Hackney Borough Council
Placement Host 2021