

Urban School: Call for Group Projects 2022

“Accompanying transitions: cities and territories at the heart of the conversation”

After two years of global pandemic, cities are more than ever at the heart of ongoing transformations: inequalities, social tensions, climate change, data and digital sobriety...

They are both targets, due to the concentration within them of contemporary social issues, and leaders, because their capacity to propose solutions places them at the crossroads of governance and inhabitants' changing aspirations.

While we continue the reflections on territorial resilience in times of crisis which began in 2021 and remain pertinent, for the 2022 group projects we would like to develop the theme of cooperation between cities and territories – an essential foundation for the sustainable support of current transitions.

Cities are at the heart of the conversation between actors (public-private, public-public, private-private), territorial levels and temporalities of action. Whether in communities, companies or associations, roles and skillsets are evolving to integrate these links and implement increasingly complex and innovative projects:

- By forging a trans-organisational culture, to broaden its scope of action;
- By being at ease with multidisciplinary and playing the role of integrator, strategist, and designer and/or manager;
- By being imbued with the dual culture of the public and private sectors and nourished by a comparative approach.

The Urban School's pedagogical model and its implementation in group projects is the very expression of these changing skillsets, through ongoing dialogue between research and teaching, between academic fundamentals and operational grounding, between the French model and international examples, and between disciplines (from applied geography to urban planning, sociology, politics, etc.), fuelling the public debate.



URBAN SCHOOL 2022 CALL FOR GROUP PROJECTS

Through our ability to provide an interdisciplinary view and seek complementary perspectives, we wish to support organisations, public or private, in this necessary dialogue and the territorial transitions underway.

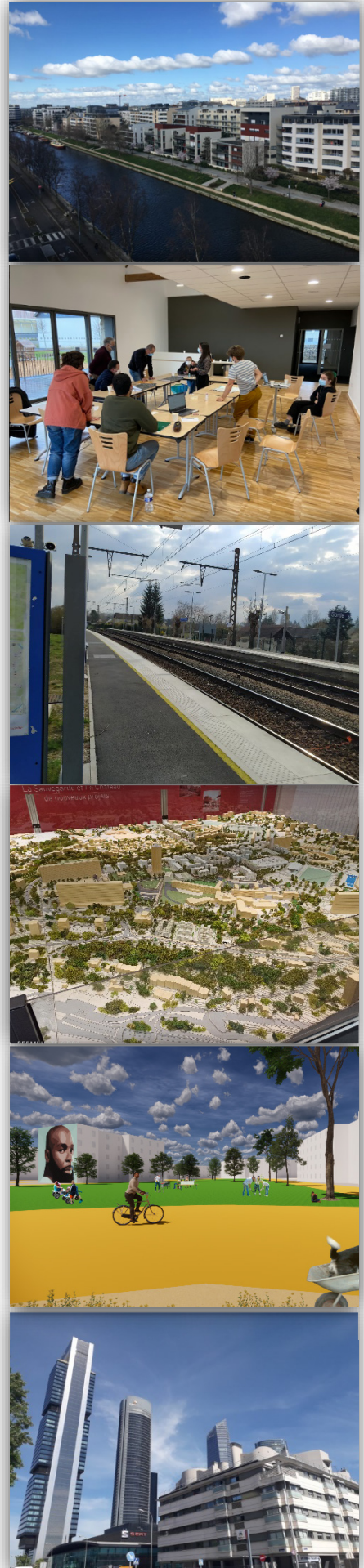
What can our group projects contribute in this post-pandemic period? Certainly, a renewed sense of meaning, driving innovation in different sectors and activities; additionally, the capacity to question, to inform decisions, and thus design or reconsider an organisation's strategy.

These guidelines are of course merely suggestions. We remain absolutely receptive to the concerns of the actors and their initiatives in order to initiate real processes of reflection and action that mobilise the knowledge, expertise, and, above all, the energy and commitment of our students, under the Urban School's rigorous supervision.

We look forward to hearing from you soon and receiving your applications by June 2022.

Urban salutations,

Ilaria Milazzo and Patrick Le Galès
Executive Director and Dean of the Urban School



1. Eligibility criteria and themes of the 2022 call for group projects

The call for group projects is open to all public, private, and non-profit legal entities, based in France or abroad, except for partisan, trade union, and religious organisations, in the interests of neutrality.

This is an open call for projects, with no specific thematic focus. However, all topics proposed have to include an urban or regional dimension. As an indication, the Urban School is particularly interested in the following themes, which dovetail with its research and teaching agenda:

- local resilience and adaptation strategies in response to crises,
- collective mobilisations and actions in the area of economic and social policy and community development,
- territorialisation of health policies,
- trajectories of ecological transition and transformation,
- developments in urban infrastructure and services (energy, water, waste, etc.),
- developments in urban planning, mobility and real estate (both residential and economic),
- housing uses and policies,
- digital strategies of cities and regions,
- territorial restructuring, urban and regional planning, and decentralisation,
- citizen participation and local democracy,
- local anti-discrimination policies,
- etc.

2. Benefits and conduct of the Urban School's group projects

Group projects are particularly suited to studies, diagnostics, foresight, comparative analysis, or preparing an evaluation, and more generally to any question that can enlighten the organisation concerned through an R&D-type approach. Their particularity is that they are carried out by students who have not only their academic skills to offer, but also a fresh, outside view on operational issues as young professionals in the making. Group projects constitute an educational activity, not service provision.

Each project involves a group of first-year students from one of the Urban School's Master's programmes. The students in the group spend between 1.5 and 2 days a week on the project (in dedicated time slots, without any concurrent classes) for a period of 6 to 9 months (depending on the Master's programme). The schedules are as follows:

- for the Master's in Regional and Urban Strategy, Urban Planning, and Governing Ecological Transitions in European Cities, the group project starts in October and ends the following June;
- for the Master's in Governing the Large Metropolis, the group project starts in January and ends in June (the group projects for this Master's programme therefore entail a methodology suited to a tighter schedule).

For the Executive education, the group projects concern the Executive master of Regional Governance and Urban Development. Each project mobilizes a group of students of 50h/person, on dedicated time slots, without any other concurrent teaching, for a duration of 4 months, from November to March.

Each group appoints a coordinator from among its members who acts as a contact person for the partner. The group is supervised by an experienced practitioner, recruited for the purpose as an adjunct tutor by the School, with the partner's agreement, once the question of potential conflicts of interest has been checked and ruled out. The project is overseen by a member of the School's faculty, who is ultimately responsible for its execution. The stakeholders meet in a steering committee-type decision-making body.

The project objectives and particulars are determined on the basis of the presentation sheet sent in support of the application (see below). The sheet can be reworked with the Urban School or the Executive education pedagogical team before the project starts.

The students express their preferences for this or that project based on the various presentation sheets. The School takes these preferences into account when composing the groups, but also considers the match between the students' profiles (academic background, technical or linguistic skills, etc.) and the needs of the project. The School reserves the right to change a group's composition in the course of the project if difficulties arise.

After a period of core training in the tools and methods of project management, group work, territorial assessment, fact-finding, and decision support, which takes place before the group projects start, the students manage the process independently with the support of the tutor. The School can of course be called upon by the partner, the group, or the tutor as and when necessary. The School's participation is compulsory at two specific times: at the mid-term and final meetings of the steering committees.

Validation of the project is an academic requirement for entry into the second year. The Urban School has sole discretion to validate the project, taking into account feedback from the partner, the students, and the tutor. If necessary, it may ask the group to do additional work in the second year if there is a clear shortfall.

The strategy for exploitation of group project results is planned and jointly decided upon by the stakeholders no later than the mid-term steering committee meeting. In addition to the compulsory written reports (see below), it can, with the agreement of the Urban School, take a wide variety of forms depending on the topic: articles and publications, podcasts and other audiovisual formats, participation in conferences, webinars, exhibitions, partnership meetings or public meetings, etc. The outputs resulting from the group project provide content for these different exploitation formats, but publishing, communication, and the organisation of events remain the full responsibility of the partner.

The compulsory deliverables for group projects are as follows:

- one month at the latest after the project starts, a concept and methodology note including a presentation of the issues, the project objectives, details of the research to be carried out, a timetable, and a "time budget" specifying how the work is distributed within the group,
- at the mid-term steering committee meeting, an interim report (in word processor format) presenting a literature review and the findings of the initial fieldwork,
- at the final steering committee meeting, a final report (in word processor format,

minimum 40 pages not including maps, statistics, etc.), presenting the group's conclusions and including a critical analysis of the results achieved and scope for improvement, plus a summary for publication and dissemination,

- Steering committee facilitation documents (in slide format) and the associated minutes

The intellectual property of the work produced is shared between the Urban School or the Executive education and the partner. Any public mention of the project must acknowledge the students who carried it out. Students and tutors are bound by a confidentiality clause.

Finally, each year, the Urban School Lab may, with the agreement of the partners concerned, organise a project presentation event showcasing the group projects that are most likely to shed light on the ways in which urban and regional stakeholders are developing their policies and strategies.

3. Application procedures, criteria, and selection

Applications must be sent to the Urban School by email from 2 May 2022 and no later than midnight on 24 June 2022 for projects concerning the master of Regional and Urban Strategy, the Urban Planning programme, the master in Governing Ecological Transitions in European Cities and the Executive master of Regional Governance and Urban Development. For the master in Governing the Large Metropolis, whose projects start later, applications may be submitted until midnight on 30 November 2022. If applicants are unsure of which type of Master's programme to focus on for a project, they should contact us.

For the masters, applications are to be sent by email to the following three addresses:

- ilaria.milazzo@sciencespo.fr (executive director)
- marie.barraud@sciencespo.fr (communication and event officer)
- sandrine.boisard@sciencespo.fr (accounting and legal officer)

For the executive master, applications are to be sent by email to the following two addresses:

- anastasia.apukhtina@sciencespo.fr (programme manager)
- charlotte.halpern@sciencespo.fr (academic director)

Applications must be signed by a person with the authority to commit the applicant organisation and take the form of a concept note of up to five pages answering the following questions:

- What are the strategic and operational issues behind the applicant organisation's request for a group project?
- What questions are asked of the students and what are the expected outcomes of the group project for the organisation?
- What elements of methodology and phases are envisaged at this stage?
- What types of deliverables and forms of exploitation is the organisation hoping for?
- How does the applicant organisation propose to monitor the project?
- In summary, why do you want to entrust this undertaking to students from the Urban School?

The Urban School or the Executive education teams reserves the right to ask the partner for clarification during the call for projects. In turn, it will be happy to provide applicants with any information they require.

The first project selection takes place in early July, and the second in December for the Governing the Large Metropolis programme only. The selection panel is made up of the following people:

- Urban School Dean, Patrick Le Galès, and Executive Director, Ilaria Milazzo,
- The programme directors and academic coordinators of the Urban School Master's programmes, Eric Verdeil and Irène Mboumoua for *Regional and Urban Strategy*, Marco Cremaschi and Bertrand Vallet for the *Urban Planning programme*, Tommaso Vitale and Pauline Emile-Geay for *Governing the Large Metropolis*, Giacomo Parrinello and Cyriel Pelletier for *Governing Ecological Transitions in European Cities*,
- the programme directors of the Urban School's Executive Master's programmes, Charlotte Halpern and Anastasia Apukhtina for *Regional Governance and Urban Development*, Nordine Kireche for *Real Estate Strategy and Finance*,
- The directors of the research and teaching chairs, Antoine Courmont for *Cities and Digital Technology* and Nordine Kireche for *Cities, Housing and Real Estate*,
- the President of the Urban School Strategic Council, Jean-Marc Offner, Director of a'urba.

The panel's decision is final. It is based on the following criteria:

- the strategic and operational dimensions of the issue the candidate raises, which must also be closely related to the students' course of study,
- a good understanding of the teaching model and what it presupposes, i.e. a piece of R&D work and critical analysis entrusted to future professionals,
- the organisation's capacity to monitor the project, including the appointment of a contact person who can provide students with the data and information they need for their work,
- the clarity of the partner's expectations in terms of the project's deliverables and exploitation.

The panel will pay close attention to the issue of possible conflicts of interest. Under no circumstances may a collective project be directly linked to the provision of a service (which would be tantamount to subcontracting) or to a partisan endeavour.

The final number of projects selected depends on student intake numbers for the Urban School, which are not known until the end of June. As a rule, a project should have no fewer than four and no more than six students.

The selected partners are also asked to provide financial support to the Urban School (support which may, for eligible organisations, take the form of sponsorship), for developing training activities, tutoring or student study trips, for example.

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	URBAN PLANNING	REGIONAL AND URBAN STRATEGY	GETEC	GLM	EXECUTIVE MASTER GTDU
Topic of study	City planning and projects, transport planning and infrastructure, urban renewal and housing, urban policy, urban planning and development, property development and economics, urban projects	Fields include public policy, economic development, regional business strategies, urban planning and development, social policy, sustainable development policy, etc.	European energy policies, corporate environmental strategies, legal and economic issues, risk management, biodiversity, mobility, circular economy and resilience, etc	Major cities and their governance, economic development, social inclusion, mobility and transport issues, regulation of water supply, energy policy, etc.	Urban development, regional governance, and partnership and/or institutional strategy in a wide range of fields (big data, planning, mobility, CSR, housing, public services, citizenship and inclusive cities, etc.)
Language	French	French	English, exceptionally French or Spanish	English, exceptionally French or Spanish	French
Duration	9 months from October to the end of June (2 days per week)	9 months from October to June (1.5 days per week)	9 months from October to June (1.5 days per week)	5 months from January to June (1.5 days per week)	6 months from March to October (50 hours)
Typical schedule	<p>April-July: the partner makes a project proposal and defines specifications</p> <p>September: the commission is finalised, teams are formed, the tutor is chosen</p> <p>October-December: first phase of the project</p> <p>December: interim deliverables</p> <p>January-April: second phase of the project and fieldwork</p> <p>May-June: the assignment concludes with the final deliverables</p>				<p>May-September: project proposals are made and specifications defined</p> <p>October: commissions are finalised, teams formed, the tutor is chosen</p> <p>November: project launch with the steering committee: team introductions, guidelines on the commission and deliverables, identification of key people to contact</p> <p>January: presentation of the project methodology, action plan and appraisal</p> <p>March: final deliverables submitted</p>