

**Unit for Housing and Urbanization
Harvard University Graduate School of Design**

**INTERNATIONAL TRAINING PROGRAM
SUMMARY**

Introduction

Held since 1982, the ITP was established to strengthen the decision-making skills of senior professionals in public and private agencies responsible for the development and management of urban programs. Each program is structured around a theme and uses a series of self-contained modules that include lectures, case presentations, interactive computer simulation models, site visits, discussion groups and exchange of ideas with professional and academic counterparts. To date, more than 250 participants from 37 countries have attended the ITPs developed and administered by the Unit for Housing and Urbanization.

In the most recent programs, modules have addressed issues of urban regeneration, revitalization and finance including accessing resources for urban environmental improvements.

ITP Participants

The program is designed to meet the changing needs of senior level professionals and practitioners involved with the management of land, infrastructure, housing and urban services. It addresses the challenges faced by public agencies, development corporations and NGOs as they respond to changing central/local relationships, new economic realities, and pressing social needs. The ITP focuses on the complementary roles that can be played by public agencies, NGOs, and private entrepreneurs and highlights concepts, methods, and mechanisms that integrate public and private resources.

Number and Types of Courses

Two types of ITPs are offered:

1. The annual ITP held each summer. Attendance in the two to four week course is limited to a seminar size group to maximize interaction and individual involvement.
2. Special programs covering specific topics that are developed at the request of public and private organizations.

The Unit for Housing and Urbanization has developed a series of modules which are constantly updated and include new case studies that offer participants a unique opportunity to assess international experiences. In the case of specialized courses, modules are tailored to meet the training needs of participating institutions and the urban context that the individual participants are working in. Teaching modules that are currently available cover the following topics:

- *Strategic Planning and the Financing of Urban Development*
- *Financing Infrastructure and Urban Services in a Decentralized Political and Economic Environment*
- *Urban Environmental Improvements Through Community Empowerment*
- *Accessing Resources for Community Development*

- *Partnerships*
- *Economic and Financial Assessment of Urban Projects*
- *Project Evaluation Techniques*
- *Urban Regeneration and Enterprise Zones*
- *The Privatization and the Management of Public Housing as Affordable Multifamily Housing*
- *Financing Affordable Housing*
- *Infrastructure Planning*
- *Urban Transportation Planning*

Course Structure

Each ITP is organized in a modular format and structured for team teaching. The sequence of inter-linked modules combine lectures, case studies, interactive computer simulation models, site visits to urban projects, discussion groups and the exchange of ideas with counterparts in the Boston area or other metropolitan areas. Each ITP ends with a synthesis presented through a project evaluation exercise. Using case projects, participants examine strategies from the viewpoint of both public and private partners and assess the feasibility and potential impacts of policies and projects on the community and the city.

Each ITP is taught by a team of senior faculty and guest lecturers each of whom have teaching and field experience of 20 or more years in the United States, Europe, and the developing world. The presentations by guest speakers representing U.S. and international agencies, NGOs, and community groups are integrated within the pedagogic framework of each module.

Rated highly by past participants, the ITP is structured to provide a stimulating learning experience by combining policy assessments, strategic planning concepts, and state-of-the-art techniques of analysis with direct exposure to field experience. Participants take an active role in the program, present projects they are involved in and assess the applicability of concepts and techniques to their own work.

Course Length and Periods

The summer ITP is normally offered for a two- to-four week period depending on the number of modules with each module typically given in three days. The length of specialized ITPs can vary between three days for highly focused sessions for a limited number of participants to longer five-to-ten day sessions depending on the number of modules, organized study tours and the specific requirements of the participants.

Previous Course Participants

Participants are decision makers and senior professionals: 50% come from regional and municipal agencies, 35% from national and central agencies, and 15% from private organizations and include universities.

The wide geographical distribution of participants offers a unique opportunity to share and learn from each other's experiences. Previous ITPs have included participants from Albania, Bangladesh, Botswana, Bulgaria, Chile, China, Czech Republic, Gambia, India, Indonesia, Iraq, Ivory Coast, Jamaica, Jordan, Korea, Kuwait, Malawi, Malaysia, Morocco, Pakistan, Poland, Qatar, Romania, Russia, the Philippines, Saudi Arabia, Slovakia, South Africa, Thailand, Trinidad, Uganda, the Ukraine, United Arab Emirates, Lebanon, Uruguay, Zanzibar and Zimbabwe.

In recent years specialized ITPs have been designed for various groups including:

- The World Bank, Transportation Training/Study Tour for 5 senior public officials from Lebanon.
- The Taiwan Architects Association, a five day program for 15 participants on Real Estate Analysis and Development and the Designer Client Relationship. The program was conducted with simultaneous translation services.
- USAID, a two week session conducted in French for 23 Moroccan public officials from central and local housing and land development agencies.

Additionally, a new course structure is under development that is based on around a core program held at Harvard or another location and subsequently followed by specialized sessions that allow participants to directly apply the course contents to their own settings.

Tuition and Expenses

Tuition is approximately \$2,500 per person for five teaching days and covers course materials, local study tours and health insurance for the duration of the program. The actual costs may vary depending on the number of participants and other tailored features such as study tours outside the Boston area. Costs of specialized courses vary depending on the number of participants, the type of modules and translation requirements.

Logistical Arrangements

Accommodations can be arranged within walking distance of the school and can range from \$40 for a room in a graduate student dormitory, \$55 for a single room in bed-and-breakfast, to hotels which can range from \$65-to-\$80 per person double occupancy and \$130-to-\$160 per person for single occupancy.

The programs are normally conducted in English and a demonstrated capacity to communicate in English is normally required of applicants from non-English speaking countries. Arrangements can be made to conduct the course and provide course materials in other languages.