

HARVARD UNIVERSITY GRADUATE SCHOOL OF DESIGN
Unit for Housing and Urbanization

A Proposal for Technical Assistance and Training
Gdansk Technical University, Faculty of Architecture

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**HARVARD UNIVERSITY GRADUATE SCHOOL OF DESIGN
UNIT FOR HOUSING AND URBANIZATION**

**A Proposal for Technical Assistance and Training
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1. Summary.

The Unit for Housing and Urbanization at the Harvard University Graduate School of Design proposes to provide up to six man-months of time by a team of experienced educators in the fields of architecture, planning and urban design to the Faculty of Architecture at the Gdansk Technical University. This assistance is to be provided in the context of the Faculty of Architecture's current evaluation of its five year undergraduate curriculum to improve its relevance to the new economic and political climate. The team will work closely with the dean and selected senior faculty on the formulation of a new curriculum, including the design of new courses.

This proposal is submitted pursuant to discussions with the dean of the Faculty of Architecture and USAID/RHUDO, Poland as part of the implementation of a Reconnaissance Report entitled "Professional Training Needs in Poland for Urban Planners" presented to USAID in January 1992.

The Harvard Graduate School of Design, through its Unit for Housing and Urbanization, is uniquely qualified to provide curriculum evaluation and development assistance to the Faculty of Architecture at the Gdansk Technical University. The Graduate School combines, under one Faculty, the country's oldest graduate professional programs in architecture, landscape architecture, and urban planning and design - the three disciplines primarily concerned with the built environment. Its faculty includes practitioners as well as academicians and has extensive international experience, including in Poland. Harvard University, and the Graduate School of Design, have a long standing tradition of providing academic advise and technical assistance to other universities in the United States and abroad.

The Unit for Housing and Urbanization brings together faculty members and research associates interested in undertaking applied research projects and providing technical assistance to public sector institutions. In addition, the Unit has extensive experience in training middle and senior-level professionals responsible for urban and regional planning and the development of public projects. Its yearly International Training Programs are designed to develop professionals decision-making skills by examining different sets of interrelationships among

policy variables as they affect the implementation of urban interventions. The Programs' modular courses are based on international case studies of public projects. Each module combines theoretical and practical issues and exposes participants to state-of-the-art techniques of analysis.

The Unit has pioneered the development of interactive, user-friendly microcomputer models that are used extensively in both the School's regular courses and the Training Programs. These programs do not require prior computer experience and will be made available, as needed to the Gdansk Technical University.

2. Project Background.

A reconnaissance mission to Poland, on behalf of USAID, was undertaken in December 1991 by Professors Jerzy Soltan and François Vigier of Harvard University. The purpose of the mission was to assess the training required by professional planning staff of the municipalities of Gdansk and Gdynia to successfully cope with the decentralization of administrative responsibilities and the privatization of real estate and economic enterprise in Poland. The mission also undertook a review of the current curriculum in the Faculty of Architecture at the Gdansk Technical University and participated in a discussion of proposed changes to improve the professional skills required of public and private sector architects and planners.

It was determined that the Technical University would benefit from the presence of an educational expert or experts for a minimum period of six man-months to work closely with the dean and selected senior faculty on the formulation of a new curriculum, including the design of new courses.

The mission's recommendations were formulated on December 18 and 19, 1991 in collaboration with Dean Andrzej Baranowski (Gdansk Technical University), architects Myroslaw Hryniewicz and Jacek Missima (Foundation for the Recovery of Cities), and Martha Sickles (Planning and Development Advisor, Peace Corps). Additional discussions of the proposal were held in Warsaw with Mrs. Sonia Hammam of the Office of Housing and Urban Programs.

3. Assistance requested by the Faculty of Architecture at the Gdansk Technical University.

The Faculty has initiated an evaluation of its five year undergraduate curriculum with a view to decreasing the number of required courses and, by adding new elective subjects, provide course offerings capable of meeting the needs of the new political and economic systems.

Areas of knowledge currently lacking in the Faculty of Architecture pertain primarily to planning and urban design, which are taught as subjects within architecture rather than as professional disciplines in their own right. Key issues that the Faculty of Architecture needs to resolve are:

- The desirability of drawing a distinction between architects and planners by instituting professional specializations;
- Determining the appropriateness of current course offerings in the new professional context that is emerging in Poland;
- Identifying new topics that would ensure the effectiveness of design professionals in a market oriented economy.
- The extent to which the existing faculty is qualified to teach new topics;

Possible course topics, of interest to both students and practitioners, were identified in discussions with municipal planning staff in Gdansk and Gdynia, as well as with the dean and faculty, and include:

- Project appraisal;
- Assessing the financial feasibility of real estate projects;
- Enabling land use and development regulations;
- Formulating comprehensive development strategies, including urban regeneration;
- Capital programming of infrastructure and public facilities;
- Concepts and methods of public/private partnerships in development projects;
- Environmental assessments and mitigation of negative impacts.

4. Services to be rendered by the Unit for Housing and Urbanization.

Task One: The team of experts will assist the Dean and Faculty in the formulation of a new curriculum.

Task Two: The team will identify and develop, in collaboration with Gdansk Faculty counterparts, a limited number of pilot courses that will be of interest to both future architects and planners. The following topics have been identified:

- Formulating urban development strategies, including urban regeneration;
- Assessing the financial feasibility of real estate projects;
- Concepts and methods of public/private partnerships in development projects.

In order to ensure their immediate relevance to the situation in the Gdansk region and other Polish cities, it is proposed to document and utilize illustrative local examples.

Task Three: The team will assess any need for further training on the part of their Gdansk faculty counterparts.

This approach will provide the Gdansk Faculty of Architecture with a finished product, in whose development they will have participated, and which they will be able to both utilize themselves and use as a model when developing new courses. In addition, these new courses will be appropriate for continuing education programs for private and public sector professionals.

5. Project team.

Given the interdisciplinary nature of the task, technical assistance be divided among four academics working under the personal supervision of Professor François Vigier, Director of the Unit for Housing and Urbanization.

James Canestaro, Research Associate. A specialist in real estate financing, Mr Canestaro will advise on the development of the planning curriculum, on the preparation of courses on real estate finance and on financing public/private development projects. Two missions of four to eight weeks each, for a total of 12 weeks.

Alex Krieger, Adjunct Professor of Urban Design and Director of the Harvard Urban Design Program. An architect and planner, Mr. Krieger will advise on the content of a physical planning curriculum and the preparation of a course on comprehensive development strategies. One mission of two to three weeks.

Rodolfo Machado, Adjunct Professor of Urban Design and Architecture. An experienced architect and educator, Mr. Machado will assist in the evaluation of the architectural curriculum, both content and pedagogy, and provide advice on its development. One mission of three to four weeks.

François Vigier, Charles Dyer Norton Professor of Regional Planning and Chairman of the Department of Urban Planning and Design and Director, Unit for Housing and Urbanization. Project evaluation, synthesis of the recommendations of the team. One one-week mission.

The resumé's of the team are appended to this proposal.

6. Schedule.

This schedule will be finalized upon approval of the project. Work on the project will start two weeks after signature of contract. Following a short briefing session of the team in Cambridge, Mr. Canestaro will leave for Poland where he will spend approximately six weeks. Upon completion of this first mission, he will be replaced by Mr. Machado. Mr. Krieger will be available for his two to three week mission in March or April. Professor Vigier's evaluation mission will be scheduled to coincide with the last week of Mr. Canestaro's second mission.

In addition to time spent in Gdansk, three man-weeks will be required in Cambridge to prepare the final report.

7. Budget.

7.1 Salary rates. Daily salary rates have been established for the team on the basis of their current compensation or, in the case of Mr. Canestaro, on recent salary history (see individual Contractor Employee Biographical Data Sheets, Appendix C):

James Canestaro:	\$250
Alex Krieger:	\$258
Rodolfo Machado:	\$299
François Vigier:	\$331

7.2 Fringe benefits. Current fringe benefits at Harvard University are 25% of salary for faculty (Messrs. Krieger, Machado and Vigier) and 26% for professional staff (Mr. Canestaro and administrative support staff).

7.3 Indirect rates. Harvard University's Federal Indirect Rate Cost Agreement dated July 1, 1992 and valid through June 30, 1993 establishes an overhead rate of 26% on salaries, fringe benefits and other direct costs.

7.4 Budget Summary.

Salaries	\$34,331
Fringe Benefits	\$8,778
Travel, Transportation, and Per Diem	\$31,460
Other Direct Costs	\$3,000
University overhead (26%)	<u>\$20,168</u>
Total	\$97,737

7.5 Object Classification

	<u>Daily Rate</u>	<u>Days</u>	<u>Total</u>
<u>1. Personnel</u>			
James Canestaro (26.9%)		70	
Alex Krieger (5.8%)		15	
Rodolfo Machado (7.7%)		20	
François Vigier (4.4%)		<u>15</u>	
<u>Sub-total</u>		121	
Admin. Support	\$168	<u>12</u>	<u>\$2,016</u>
<u>Total Personnel</u>		133	\$34,331

	<u>Trips</u>	<u>Cost/trip</u>	<u>Total</u>
<u>2. Travel</u>			
Airfares			
Poland	5	\$2,332	\$11,660
Per Diem (\$135/day)			
Poland (140 days)			\$18,900
Airport Trans.			
@ \$15/Trans.	5	\$30	\$150
Ground Trans.	5	\$150	\$750
<u>Sub-total</u>			\$31,460

<u>3. Other Direct Costs</u>	
Communications	\$1,640
Postage/Mailing	\$250
Supplies	\$250
Reproductions	<u>\$860</u>
<u>Sub-total</u>	\$3,000