

CENTER FOR
GOVERNMENT SERVICES

Executive Director Education Program

A COMPREHENSIVE APPROACH TO PROFESSIONAL
DEVELOPMENT FOR HOUSING AUTHORITY
EXECUTIVE DIRECTORS

COURSES OFFERED IN CONJUNCTION WITH
PHADA'S NATIONAL CONFERENCES



RUTGERS
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THE EXECUTIVE DIRECTOR EDUCATION PROGRAM

In an era when the rules of the game are changing, this program offers a meaningful educational experience for executive directors who desire to stay current with industry standards and gain new insight into the profession.

Based on the model which has been in place in New Jersey since 1994, the program consists of a series of ten courses designed to reinforce the technical, managerial and strategic competencies required of a successful executive director. The curriculum has been modified to meet the needs of a national audience under the direction of the Public Housing Authorities Directors Association (PHADA) Professional Development Committee, and it exposes the experienced professional to theoretical concepts as well as practical problem-solving techniques. Nuts and bolts issues are addressed in a classroom setting with ample opportunity for discussion.

Upon completion of the program each participant receives a Rutgers/PHADA University certificate.

PROGRAM PARTNERS

The curriculum was developed by the PHADA Professional Development Committee in consultation with the Center for Government Services (CGS) at Rutgers, The State University of New Jersey. The Rutgers/PHADA program is modeled on the New Jersey Local Housing Authority and Redevelopment Agency Training Program developed by the New Jersey Department of Community Affairs.

PROGRAM INFORMATION

This program represents a major national professional development opportunity for housing authority executive directors throughout the United States and its territories. It takes a comprehensive look at those critical functions which serve to define the executive director's position and provides a structured environment in which mid-career professionals can hone their management skills and enhance their knowledge. An overview of executive housing management issues is followed by nine special-topic seminars, all of which are detailed in Program Courses.

Since January of 1999, courses have been offered three times per year in conjunction with PHADA's commissioners, national and legislative conferences. The conferences are conducted in various United States cities. Most courses will be held on the Fridays and Saturdays leading into the conferences, all

of which begin with Sunday registration. The exception will occur when Executive Housing Management is offered in the rotation, in which case courses will run either from Thursday to Saturday or from Friday to Sunday.

Executive Housing Management introduces the series, and each of the courses is scheduled at least once during a training cycle. Participants should be able to complete the entire series within 18 months if enrollment is uninterrupted. There is no time restriction associated with the program.

Registration is open to housing authority executive directors and staff only, and commissioners are not eligible to participate. PHADA accepts registrations on a first-come, first-served basis until maximum enrollment is reached. Class size is restricted to 45 registrants (space permitting) to allow ample opportunity for discussion. No on-site registrations are accepted.

Registration information for scheduled courses will be e-mailed to PHADA members approximately six weeks prior to each conference.

CERTIFICATE REQUIREMENTS

To qualify for the Rutgers/PHADA certificate, participants must successfully complete all ten courses comprising the curriculum. Successful completion is defined as 80% attendance of the class hours and a passing grade of 70% or higher. A final exam is administered in open-book format at the conclusion of each course. Course titles are as follows:

- Ethics
- Executive Housing Management
- Financial Management
- Legal Issues
- Maintenance Management
- Personnel Management
- Planning for Change
- Procurement and Contract Management
- Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP)
- Public Relations/Communications

Executive Housing Management is a two-day course involving twelve classroom hours. All of the other topics are covered in one-day sessions involving six classroom hours. All of the sessions are held at the conference hotels.

Course integrity is maintained to the high standards of Rutgers and PHADA. The presence of a Rutgers official at each session guarantees the display of your certificate of program completion as an expression of outstanding professional achievement at the executive level.

For those who are not interested in obtaining a certificate, registration for individual courses may be possible on a “space available” basis. Please call 732-932-3640, ext. 654, to discuss this option before registering for any courses.

PROGRAM COURSES

Ethics – 6 Hours

This seminar is designed to familiarize participants with the ethical standards and legal requirements relevant to public housing authority officials. Typical state statutes and HUD regulations are examined and applied to ethical issues faced by executive directors using a case study approach.

Executive Housing Management – 12 Hours

This two-day program offers executive directors the opportunity to improve their administrative and leadership skills. Organizational and behavioral issues are analyzed in the context of the key functions of the position, including planning, staffing and managing. A case study approach is used to cover a wide array of topics, such as time management, performance appraisal, negotiation, conflict resolution, and team building.

Financial Management – 6 Hours

This one-day course offers the executive director a “big picture” approach to fiscal resource management. Participants learn the basics of budget preparation as well as HUD audit requirements. Management and entrepreneurial options are introduced which will help executive directors to cope with anticipated changes at HUD.

Legal Issues – 6 Hours

This seminar is intended to provide a practical overview of state statutes and federal legal requirements pertaining to housing authorities. Five major topic areas are covered: tenancy and evictions, Section 8 contracts and leases, personnel rights and responsibilities, contractual agreements, and general litigation and liability.

Maintenance Management – 6 Hours

Maintenance management includes such diverse topics as budget preparation, staffing, quality control, work order systems, resident involvement, and insurance and liability. This one-day program addresses each of these issues and uses examples of well-maintained public housing authorities to illustrate the concepts learned.

Personnel Management – 6 Hours

This one-day course familiarizes executive directors with the principles of managing people to achieve established goals. Specific management tools, such as performance appraisal systems, are explained, and the components of a good personnel policy are discussed. Emphasis is placed on the role of the executive director in leading and motivating housing authority staff.

Planning for Change – 6 Hours

HUD is being “reinvented,” and this course provides executive directors with the management tools and skills necessary to adapt to the changes which will occur. Emphasis is placed on strategic planning and creative problem-solving. The most current information available about the evolving changes at HUD will be incorporated into the program.

Procurement and Contract Management – 6 Hours

The components of a “good” procurement policy, responsive to both HUD and state statutes, are presented. HUD requirements for small purchases, emergencies, formal bidding and competitive negotiations are reviewed in detail, and “typical” state public contract laws are compared. Internal controls for contract performance monitoring are stressed, and contract administration procedures, including the oversight role of the board of commissioners are discussed.

Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) – 6 Hours

This session reviews the theory behind the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP) and provides a detailed explanation of each of the HUD indicators, including how each is measured and graded. The use of PHAS and SEMAP as management tools is discussed, and participants are shown how to improve their authority’s scores through a systems approach.

Public Relations/Communications – 6 Hours

When should a press conference be held? Who are the local media, and what do they want? This useful program addresses these questions and more, including writing and distributing press releases, developing newsletters, image building, cultivating and maintaining press contacts, and managing the media during a crisis.

REGISTRATION INFORMATION

EDEP course registration fees include registration for the accompanying PHADA conference. Class size is limited to 40-45 participants (space permitting), and on-site registrations are not accepted. Online registration is available at www.phada.org. Faxed or mailed registrations must include credit card payment information. Registrations may be faxed to 202-546-2280, or mailed to:

Executive Director Education Program
PHADA
511 Capital Court, NE
Washington, DC 20002-4937

Rutgers confirms EDEP registrations via e-mail. If you do not receive confirmation, please contact Rutgers at cgs@docs.rutgers.edu or 732-932-3640.

Special Needs Students: Students with special needs are encouraged to contact Rutgers so that appropriate accommodations may be made.

Withdrawal Policy: Registrants who wish to withdraw must notify PHADA at least thirty (30) calendar days prior to a scheduled course date in order to receive a refund. Within the 30-day period, the registrant's agency may assign a substitute. If the registrant is unable to find or does not wish to find a substitute and PHADA is able to fill that slot, the registrant's agency will receive a refund less an administrative fee of \$100. If PHADA is unable to fill that slot, the registrant's agency will not be refunded.

All cancellations/substitutions must be received in writing. They may be faxed to 202-546-2280 or e-mailed to cancellations@phada.org.

Class Cancellation Policy: Rutgers reserves the right to cancel any scheduled course with insufficient enrollments. If a course is cancelled, enrolled students will be notified and the information will be posted on the websites of both Rutgers CGS and PHADA.

Transcripts/Certificates: Student transcripts are mailed after successful completion of each course, which is defined as 80% attendance of the class hours, a passing grade and full payment of all fees. A Rutgers/PHADA certificate is presented upon completion of the program. A permanent record of all course registrations is maintained by Rutgers.

Additional Information: For queries pertaining to EDEP, visit <http://cgs.rutgers.edu/edep> or contact Rutgers at cgs@docs.rutgers.edu or 732-932-3640. For queries pertaining to PHADA conferences, visit <http://phada.org> or call 202-546-5445.

TESTIMONIALS

"With today's uncertainty in our industry, Executive Directors must do all they can to maintain an edge. The edge may make the difference between success and failure. The Rutgers/PHADA Program represents an edge. It gives the students tools and practicum to try to stay out in front of the pack. If success is your agenda, you should seriously look at this program."

– Dave Madden, Marketing Director, Henderson & DeJohn CPAs
Former Chief Operating Officer, Ozark (AL) Housing Authority
Past President, PHADA

"Dear PHADA, please accept my sincere gratitude for changing the rest of my life. I was relatively new to public housing in Management in 2001 but, not new to Corporate Management or Community Service. My new opportunity came on September 10, 2001, my first day on the job as Deputy Director of White Plains Housing Authority. The following day the World Trade Center was attacked and thousands of my fellow New Yorkers and Americans gave their lives for their country.

I realized then that my intense love to serve my community and country as a veteran was not over. It took me less than one month to realize that PHADA and the training that was yet to begin in EDEP would be the charge I needed to refocus my commitment and service which developed into my passion for public housing. I will not let funding reductions nor politics ever deter me from my life's work. Thank God for PHADA and all my colleagues in this business for making our communities in America a better place."

– Mack Carter, Executive Director
White Plains (NY) Housing Authority

"As Executive Director of the largest public housing authority in Minnesota for over ten years, I found that the training Rutgers (in conjunction with PHADA) provided was practical, fresh and comprehensive. There was a great deal that we learned at the training, not only from one another but also from the highly qualified instructors that Rutgers engaged to provide us with tools and strategies to enable us to perform our jobs at even higher levels."

– Cora McCorvey, Executive Director
Minneapolis Public Housing Authority

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