



DIRECTOR OF COMMUNITY AND CONTINUING EDUCATION

Classification: Educational Administrator

Retirement Type: STRS*

Salary Range: 11

Revised/Board Approval: February 19, 2025

KEY ROLES/RESPONSIBILITIES

Under direction an assigned administrator, exercise direct leadership of the areas assigned providing functional supervision over assigned positions. Implement the department's vision and develop, organize and implement goals and objectives; plan, develop, organize schedule, direct, improve and evaluate assigned programs, services, and activities; and provide oversight, development, and coordination of all elements of the areas assigned, including development and implementation of comprehensive strategies to maximize revenue for fee-based courses, services, and alternative and nontraditional educational programs including noncredit and adult education programs.

Foster a culture of collaboration, mutual respect, innovation, and continuous improvement throughout the assigned unit, department, and division; lead by example; actively participate in and support College-wide shared governance components and activities and other collaborative processes; encourage professional excellence among assigned staff; and promote, foster, and facilitate an organizational culture of customer service, teamwork, and innovation.

SUPERVISION RECEIVED and EXERCISED

- Receive general direction from an assigned administrator.
- Supervise, motivate, and evaluate the performance of assigned staff, interview and select employees; recommend promotions, transfers, reassignment, termination, and disciplinary actions to the assigned reporting level.
- Review and recommend staffing patterns, approve goals and performance objectives for personnel.
- Provide consistent direction in administering the collective bargaining agreements with faculty and classified employees; understand and interpret agreements for faculty and staff as directed.
- Foster a culture of sensitivity to and an understanding of the diverse academic, socioeconomic, cultural, linguistic, ethnic backgrounds and disabilities of community college students, faculty, and staff.

REPRESENTATIVE DUTIES

The following duties and responsibilities are typical for this position. Incumbents may not perform all the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.

I. LEADERSHIP

1. Lead, direct, and manage the planning, development, organization, scheduling, direction, performance, and evaluation of programs and services of assigned departments or units. Articulate a clear vision of assigned areas, including services, applications, and benefits provided. Lead and manage change within assigned departments or units and across the area as directed.
2. Actively participate in long-range planning, program review, and resource development activities. Promote transparency within and among assigned units or departments.
3. Participate actively in the life of the College, including operational processes and initiatives, by serving on College committees, workgroups, task forces, and councils as assigned.
4. Strengthen quality educational and support services to promote and empower student learning, success, and self-advocacy. Prepare and implement the department's budget.
5. Enhance innovation and participation in issues related to areas of assignment to ensure ongoing sustainability of the College.
6. Support student learning using a variety of effective instructional methods, educational technologies, and college resources.
7. Be accountable for effective and efficient utilization of resources. Control and authorize expenditures in accordance with established guidelines. Measure and assess outcomes. Identify opportunities for improvement within assigned areas and implement actions to strengthen services to students and the campus community.
8. Support and promote College initiatives including Diversity, Equity, Inclusion, Accessibility, and Anti-racism.
9. Serve as Campus Security Authority (CSA) for Clery Act reporting requirements. Maintain up-to-date certification for CSA status.

II. FUNCTIONAL RESPONSIBILITIES: College Level

1. Provide effective leadership and ongoing guidance over all aspects of the areas assigned, including resource planning, budgeting, tracking, and reporting. Provide technical expertise as directed.
2. Monitor and improve the delivery of services throughout the areas assigned. Promote an effective work environment that supports high performance teamwork, continuous improvement, and ongoing sustainability of College resources.
3. Support the fiscal integrity of the College to promote and empower student learning, success, and self-advocacy.

4. Participate in grievances, disciplinary meetings, legal matters, and other employment related activities within areas assigned. Be alert for and effectively manage trouble spots in assigned service areas.
5. Provide timely operational, technical, and functional information to direct supervisor and other College administrators, as directed. Interpret routine policies and regulations and recommend appropriate courses of action in unusual and complex circumstances. Demonstrate effective stewardship through continuous monitoring and reporting of resource needs, deployment, and utilization.
6. Ensure that all programs, services, activities, events, and experiences demonstrate sensitivity to and understanding of the diverse academic, socioeconomic, cultural, linguistic, racial, ethnic backgrounds and disabilities of community college students, faculty, and staff.
7. Demonstrate sensitivity to and understanding of the diverse academic, socio-economic, cultural, disability, and ethnic backgrounds of students.

FUNCTIONAL RESPONSIBILITIES: Job Level

1. Develop and maintain marketing strategies, systems, and various administrative procedures to implement community education programs that meet the needs of the college's diverse population. Develop and prepare all Community and Continuing Education related marketing materials from copywriting, design, proofing, publication, to distribution management, including annual catalogs, postcards, and flyers. Work with other campus personnel to include noncredit information in materials. Develop and produce online, video, and social media marketing to publicize class offering on various external websites; maintain and update information on the College website.
2. Work with other divisions to advertise and offer noncredit classes. Transition offerings of fee-based classes to noncredit classes as curriculum becomes available. Support implementation of noncredit processes.
3. Plan, coordinate, and implement fee-based classes, workshops, events, and activities to sustain and grow program as a profit center. Oversee all aspects of planning and scheduling, coordinating registration, generating contracts, organizing instructional aids, data collection, maintenance of records, and procurement or preparation of instructional materials and services. Serve as a community liaison and key resources for information; explain and interpret policies, regulations and operational procedures; participate in outreach programs and activities. Resolve problems and respond to complex inquiries and correspondence.
4. Plan, direct, and manage noncredit and adult education programs within assigned area of oversight. Manage grant funds and other support efforts to transition students to transfer-level coursework or the workforce.
5. Analyze business and community needs based on trends in the industry, changing technology and job market analysis. Identify challenges and designs programs and services that deliver innovative solutions. Liaise with community organizations and public and/or private institutions to assess needs and develop a range of responsive programs and services. Collaborate with community leaders and external partners, including community agencies, nonprofit organizations, adult schools, middle and high

school districts, and employers to assess, plan and implement for off-site learning centers.

6. Prepare and submit required documentation for Foster and Kinship Care Education (FKCE), Resource Family Approval (RFA) Program Plans, and End-Of-Year reports to the California Community Colleges Chancellor's Office and California Community Colleges Foundation while following procedures consistent with the Los Angeles County Department of Child and Family Services. Convene Advisory Board; oversee recruitment and processing of consultants/workshop leaders/instructors; produce and disseminate publicity for workshops including brochures and flyers. Collect, compile and present program data, and outcomes. Schedule courses and hire trainers.
7. Develop, organize, and implement short-term job-training continuing education courses. Ensure state and federal compliance for a variety of programs, lead certification /re-certification process, coordinate internships/externships and clinical sites with local businesses; prepare required paperwork.
8. Research and provide analysis of opportunities and strategic plans, both short and long-range, that support revenue objectives and enrollment goals for the District. Set the strategic direction for programming and other activities to include targeting, prospecting, and presenting compelling business propositions to new and existing partners.
9. Develop and implement a business plan comprised of comprehensive strategies for Community Education programming that maximizes revenue for fee-based courses, services, and alternative and nontraditional educational programs. Align strategies with District enrollment goals. Modify program services or offerings to maintain or grow program standing.
10. Recruit, select, train, and monitor instructional personnel and office personnel. Evaluate employee performance and provide guidance and feedback. Counsel employees as needed. Ensure that instructors meet state, federal, and other requirements as needed to teach their assigned course. Set departmental goals and objectives, including workforce planning. Reassess or redefine priorities as appropriate in order to achieve performance objectives.
11. Keep abreast of and utilizes emerging technology in the offering of non-traditional community services, programs, and courses.
12. Assess program operations and activities in terms of cost-effectiveness and enrollment goals. Review and audit program to assure integrity of the program. Modify programs/services according to evaluation results.
13. Stay informed of developments in field. Read pertinent literature, attend meetings, and participate in professional associations as appropriate. Establish and maintain an active network of professional contacts.
14. Interpret and ensure adherence to overall regulations affecting program management and record keeping for federal and state requirements and other rules.
15. Prepares and administer budgets; monitor and control expenditures in accordance with District policies and State mandates. Gather, analyze, and report data. Report variances and provide projections and financial reports, as needed.

III. RELATIONSHIPS

1. Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the educational, workforce training, and economic development needs of the community.
2. Advance an effective process of collaboration and collegial consultation conducted with integrity and respect to inform and strengthen decision-making.
3. Work closely with other departments within the Division and across the College to foster and facilitate a seamless student experience and increase student success.
4. Work cooperatively and communicate effectively with College administrators and staff, representatives of State and federal agencies, educational institutions, social service organizations, community representatives, and others to coordinate and implement assigned programs and activities and provide information to others.
5. Attend a variety of administrative and staff meetings related to strategic planning, budget, advisory committees, and other assigned activities; participate in consultation, shared governance, and appropriate advisory committee meetings. Chair committees as assigned.
6. Maintain and encourage effective communication with assigned staff by holding regular staff meetings. Provide timely information to staff about issues, programs, and practices affecting the college, division, and departments.
7. Network with professional colleagues inside and outside of the College. Attend workshops and professional conferences to stay informed of new developments and technologies; serve on a variety of campus, community, and state committees; meet with representatives of business, industry, and local government as appropriate.
8. Participate as an active member of the Department's management team.

IV. ORGANIZATION MANAGEMENT

1. Maintain up-to-date knowledge of the regulations, policies, requirements, and eligibility criteria for assigned programs and ensure compliance with the College's policies, procedures, and practices.
2. Strengthen processes, programs, and services through the effective and efficient use of assessment, program review, planning, and resource allocation. Implement priorities in conjunction with the College's comprehensive planning and budgeting guidelines. Implement an organizational structure that maximizes utilization of resources and ensures effective and efficient delivery of services.
3. Train, supervise, motivate, and evaluate the performance of assigned managerial, professional, operational, technical, and support personnel; recommend transfers, reassignment, termination, and disciplinary actions as needed; delegate and review assignments; evaluate work products and results, implement appropriate procedures to accommodate need for information and assistance; establish and monitor timelines and prioritize work. Monitor employee performance on a regular basis and provide coaching for performance improvement and/or development as needed. Anticipate, prevent, and resolve conflicts under areas of supervision.

4. Implement plans for efficient and appropriate use and security of assigned facilities; ensure compliance with health and safety regulations.
5. Work with Information Technology personnel on a continual basis to enhance and improve relevant computer systems. Learn and apply emerging technologies to perform duties and provide services in an efficient, organized, and timely manner. Work to modernize infrastructure and technological resources to facilitate a positive learning and working environment and promote student success.
6. Perform other duties as assigned.

MINIMUM QUALIFICATIONS

Education: Master's degree (in any discipline) from an accredited college or university.

Experience: One (1) year of formal training, internship, or leadership experience reasonably related to the administrative assignment.

DESIRED QUALIFICATIONS

Desirable Experience: Five (5) equivalent years of full-time and increasingly responsible leadership experience or direct experience developing and/or managing an entrepreneurial or educational program; and five (5) years of teaching experience with adult learners in a community college environment.

Knowledge/Areas of Expertise: College Level

- California Education Code, Title 5, Chancellor's Office administrative procedures, Federal laws and regulations and other legal parameters that affect the policies and practices of the College, as they apply to areas assigned.
- Understanding of higher education principles and practices in community colleges, including the mission of the California Community Colleges.
- Community college organization, operations, policies, and objectives, including specific policies and procedures of El Camino College covering the departments or units supervised.
- Specific needs and interests of community college students.
- Principles of business administration, management, marketing, and record keeping.
- Effective organizational and management practices pertaining to the analysis and evaluation of projects, programs, policies, procedures, department performance metrics, and operational needs.
- Effective fiscal management strategies, including understanding of budget concepts, principles, and practices, and effective budget administration and control.
- Effective financial reporting and record keeping.
- Grant proposal writing and special funding resources applicable to areas supervised.
- Appropriate risk management strategies, safety precautions, and procedures.
- Principles of communicating and collaborating effectively with diverse students, faculty, staff, and administration.
- Effective methods for conflict resolution and crisis management.
- Effective change management principles and practices.
- Evaluation and statistical methodology for preparation of statistical research and reports.

- Effective marketing, promotion, and public relations techniques. Preparation, publication, and distribution of informational and promotional materials related to areas assigned.
- Effective written and oral communication skills. Effective interpersonal skills using tact, patience, and courtesy. Effective collaboration, communication, and consensus-building techniques.
- Effective needs assessment methods and project management practices. Effective data management, record-keeping, and reporting techniques. Understanding of key performance indicators, goals, and measurable objectives and how to implement them.
- Effective leadership, administration, organizational planning, supervision, training, and analysis techniques applied to the assigned administrative area. Comprehensive understanding of the principles and practices of effective supervision, training, motivation, and performance evaluation.
- Computer systems and software applications related to areas of assignment, including capabilities and limitations. Modern office practices, procedures, and equipment. Operation of computer, peripherals, and software programs, including information systems, database management, spreadsheet, word processing and specialized software.
- Proficient level operation of a computer and assigned software, including proficient level use of common office software such as: Excel, Access, Word, Outlook, and PowerPoint.
- Technological advancements and their application to the assigned areas of responsibility.

Knowledge/Areas of Expertise: Job Level

- Sensitivity to the needs of diverse communities.
- Experience training and providing direction/supervision of others.
- Knowledge of public relations techniques, recruitment, and marketing.
- Successful teaching experience at the adult learner level.
- Experience developing and implementing curriculum.
- Experience with budget management and control.
- Knowledge of applicable codes, laws, rules, and regulations related to community and continuing education.

Abilities/Skills: College Level

- Represent the College in a manner that reflects a positive image of services and support provided.
- Demonstrate sensitivity to and an understanding of the diverse academic, socioeconomic, cultural, linguistic, disability, and ethnic backgrounds of community college students, faculty, and staff. Relate effectively to people of varied academic, cultural, and socioeconomic backgrounds using tact, diplomacy, and courtesy.
- Establish and maintain cooperative and effective working relationships with a wide diversity of students, faculty, staff, and community members in an atmosphere of collegial decision-making and consensus-building. Work effectively and collaboratively in a diverse college environment, as well as within a community college system.
- Establish and maintain cooperative and effective working relationships with others. Listen effectively. Communicate respectfully with people of diverse cultures, languages, abilities, etc. Work effectively with others to build consensus and gain cooperation through

discussion and persuasion to achieve common goals.

- Provide effective customer service and end-user satisfaction. Respond promptly to requests and inquiries from the public. Effectively resolve complex problems.
- Work independently with limited administrative oversight and direction. Adhere to ethical principles and practices, consistently exercise good judgment, and make effective decisions. Demonstrate flexibility and creativity in accomplishing work and resolving problems.
- Meet assigned schedules and timelines. Effectively manage the stress of working under tight timelines.
- Maintain confidentiality and act with discretion. Maintain the security of confidential materials.
- Travel to meetings and events on and off campus as required. Observe legal and defensive driving practices when operating a motor vehicle on campus or on official business.
- Utilize effective planning and organizational skills. Analyze problems, identify alternative solutions, anticipate consequences of proposed actions, and implement effective solutions in support of goals.
- Administer and control the budget for program areas as assigned.
- Chair and participate in a variety of college committees and work groups as directed.
- Read, understand, interpret, and apply technical and legal information effectively. Analyze, interpret, communicate, and enforce applicable federal, state, and local laws, regulations, rules, policies, administrative data, and related materials. Interpret, apply, and explain rules, regulations, policies, and procedures in a variety of procedural situations for areas assigned.
- Collect, compile, and analyze data. Prepare comprehensive narrative and statistical reports. Direct the maintenance of a variety of reports and files related to assigned activities. Prepare and maintain accurate and detailed records and reports related to the area supervised. Prepare analytical reports, proposals and other written plans for the College, Board of Trustees, Chancellor's Office, and other outside agencies as assigned. Assist in related research and evaluation activities as required.
- Utilize effective oral and written communication skills, including business letter writing, report preparation, and public speaking. Utilize appropriate English usage, composition, grammar, spelling, punctuation, and vocabulary.
- Communicate clearly, concisely, and effectively with diverse constituencies within and outside of the College, both orally and in writing. Prepare and present effective oral and written reports, press releases, and promotional materials as required. Prepare and deliver effective presentations as requested.
- Utilize effective planning and organizational skills. Plan, organize, coordinate, and direct work to maximize efficiency and effectiveness. Prepare work plans, implement schedules, and consistently meet reporting timelines. Effectively delegate authority and responsibility. Provide guidance and assistance to the functional and operational areas within the assigned Department.
- Utilize effective leadership, counseling, and modeling skills. Encourage professional excellence among employees and promote an organizational culture of customer service, teamwork, and innovation.
- Effectively train, direct, supervise, motivate, and evaluate the performance of assigned staff. Facilitate effective staff meetings and group discussions and involve staff in idea generation, goal setting, and decision making.
- Work effectively within a unionized environment.

- Operate a variety of office equipment including a computer. Use automated systems to maintain records, collect data, and generate reports.

Abilities/Skills: Job Level

- Skilled at computers and a variety of office-related software.
- Effective oral and written communications skills.
- Ability to work effectively with diverse student, faculty, and community populations.
- Ability to organize and administer multiple programs and budgets.
- Ability to communicate effectively orally and in writing.
- Ability to establish and maintain cooperative working relationships with others.
- Ability to exercise good judgment, diplomacy, and patience.
- Skilled at meeting schedules and timeframes.
- Ability to effectively market programs.
- Ability to interpret, apply, and explain rules, regulations, policies and procedures.
- Work independently with little directions.

WORK ENVIRONMENT AND PHYSICAL DEMANDS

The work environment and physical demands described here are representative of those required by an employee to perform the essential functions of this job successfully.

Note: Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work Environment

Standard office setting. Duties are performed primarily in an office environment while sitting at a desk or computer workstation. Incumbents are subject to extensive contact with students, faculty, and staff with frequent interruptions, noise, and demanding timelines. At least minimal environmental controls to assure health and comfort. May involve working non-standard, evening, and weekend hours.

Physical Demands

Incumbents regularly sit or stand for long periods, travel short distances on campus on a regular basis, travel to various locations to attend meetings and conduct work, use hands and fingers to operate an electronic keyboard or other office machines, reach with hands and arms, speak clearly and distinctly to answer telephones and to provide information; see to read fine print and operate computer; hear and understand voices over telephone and in person; and lift, carry, and/or move objects weighing up to 25 pounds.

** Previous employment performed in a different public retirement system may allow eligibility to continue in the same retirement system.*