



# EL CAMINO COLLEGE

## **DIRECTOR OF INSTITUTIONAL RESEARCH AND PLANNING**

Classification: Classified Administrator  
Salary Range: 13

Retirement Type: PERS\*  
Revised/Board Approval: February 19, 2025

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### **KEY ROLES/RESPONSIBILITIES**

Under direction of the Superintendent/President (or designee), exercise overall leadership of the Institutional Research and Planning Department providing administrative supervision over assigned positions. Provide vision and leadership to develop, organize and implement the department's goals and objectives; plan, develop, organize schedule, direct, improve and evaluate the department's programs, services, and activities; and provide oversight, development, and coordination of all elements of the areas assigned, including the planning process, institutional research initiatives, and institutional effectiveness activities; supports the college's accreditation process; leads the District's planning efforts for both its Comprehensive Integrated Planning, Annual Planning, Program Review, and Strategic Vision; provides leadership for institutional research that enables the college to measure the institution's effectiveness, equity, enrollment, campus climate, internal and external environments, and other metrics of the college's effectiveness in achieving its mission.

Foster a culture of collaboration, mutual respect, innovation, and continuous improvement throughout the department; 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 the Superintendent/President (or designee).
- 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 department. Articulate a clear vision of assigned areas, including services, applications, and benefits provided. Lead and manage change within assigned departments or units.
2. Demonstrate effective leadership 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 or leading 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. Provide vision, leadership, and advocacy to 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. Demonstrate full accountability for effective and efficient utilization of resources. Control and authorize expenditures in accordance with established guidelines. Measure and assess outcomes. Identify opportunities for improvement 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.

### **II. FUNCTIONAL RESPONSIBILITIES: College Level**

1. Serve as a key advisor to the Superintendent/President on strategic matters related to the planning process, institutional research initiatives, and institutional effectiveness activities, and other administrative concerns. Provide administrative guidance to the Superintendent/President in developing and implementing strategic plans, goals, objectives, policies, and priorities.
2. Provide effective leadership and guidance over all aspects of the areas assigned, including resource planning, budgeting, tracking, and reporting. Provide technical expertise as directed.
3. Provide leadership over, 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.
4. Ensure the fiscal integrity of the College to promote and empower student learning, success, and self-advocacy.

5. 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.
6. Provide timely operational, technical, and financial information to the Superintendent/President 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.
7. Ensure that all programs, services, activities, events, and experiences demonstrate sensitivity to and understanding of the diverse academic, socioeconomic, cultural, linguistic, disability, racial, and ethnic backgrounds of community college students, faculty, and staff.

**FUNCTIONAL RESPONSIBILITIES: Job Level**

1. Lead, coordinate and implement, in cooperation with other staff, the District's annual planning process and contribute to assuring linking the annual planning process to the college's allocation of resources in support of the college mission.
2. Coordinate and implement the El Camino College's comprehensive integrated planning and strategic planning processes.
3. Provide integrated, strategic, and annual planning training to large and small groups of College's stakeholders.
4. Ensure integrated planning, strategic planning, and annual planning are informed by relevant data produced through sound institutional research.
5. Lead and provide coordination, training, and support on the administrative program review process.
6. Lead, coordinate and implement the periodic evaluation of progress and completion of institutional goals at different College levels (area, unit / division, office / program / department).
7. Chair or co-chair and/or serve on college councils, committees, task-forces, workgroups, etc., as assigned.
8. Lead and coordinate the provision of research and analysis of key institutional data and metrics (enrollment, awards, financial aid, retention, completion, and transfers, among others), as well as the development of internal and external reports (e.g.: campus climate survey, CTEA survey, IPEDS, etc.) as requested and/or required.
9. Plan, coordinate and implement the development of institutional dashboards, as well as the design and execution of surveys to provide College stakeholders with key information that guides decision-making and action implementation.
10. In collaboration with faculty, staff, and administration, support the evaluation of the effectiveness of instructional and non-instructional programs and services.
11. Plan, organize, and direct operations and activities involved in the research, review, analysis, interpretation and reporting of a variety of data and information used in assessing institutional effectiveness, college planning, accreditation, and decision-making.

12. Interpret and present the findings of research studies, plans, and reports to a variety of audiences with varying levels of understanding and knowledge about institutional research and planning, including the Board of Trustees, executive leadership, faculty and staff, and community members. Provide expertise in the identification of primary institutional, local, State and national data to be used in research projects, reports, institutional benchmarking, planning, etc.
13. Provide technical and analytical support to administrators, faculty, staff, and committees in institutional research and planning-related activities.
14. Evaluate and oversee responding to institutional research and planning related requests originated inside and outside the institution. Supervise the compilation, completion and submission of local, state, and federal reports as required.
15. Develop and administer the office budget; and train, supervise, and evaluate the performance of assigned staff and provide guidance and feedback.
16. Recommend finalists to be employed, train, and guide the professional development of assigned staff.
17. Schedule, assign, and prioritize workloads.
18. Manage departmental goal setting priorities, and deadlines. Ensure timely completion of unit work.
19. Evaluate employee performance and provide guidance and feedback.

### **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 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. Organize and 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.
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 department and the College.
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 Superintendent/President's management team, as requested.

#### **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. Establish priorities in conjunction with the College's comprehensive integrated planning and budgeting guidelines. Develop and implement an organizational structure that maximizes utilization of resources and ensures effective and efficient delivery of services.
3. 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. Plan for efficient and appropriate use and security of assigned facilities; assure 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 from an accredited college or university in a specialization involving social science, higher education, social or educational research, psychology, or related field.

**Experience:** Three (3) years of research and planning experience with at least one (1) year in a supervisory or management position.

#### **DESIRED QUALIFICATIONS**

**Desirable Education:** Doctorate degree from an accredited college or university in a field including research studies.

**Desirable Experience:** Five (5) years of increasingly responsible experience in a research and planning environment at an institution of higher education, which also included management experience.

#### **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.

- Comprehensive 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 comprehensive 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.
- 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**

- Demonstrated understanding of the following in previous positions: the principles of administration, supervision, and training; planning and organizing work; accessing information; evaluating programs and personnel; communicating effectively orally and in writing; budgeting and managing funds; departmental needs in the context of planning, research, and institutional accountability; and working collaboratively with others.

- Proven innovator who can apply theory to solutions for topics such as enrollment management, assessment, institutional effectiveness, and data-informed culture.
- Communicator who can convey information to those he/she leads, and those he/she supports.
- Research theory and methodology; advanced applied statistics; report writing; survey design.
- Critical thinker who recognizes and can advance the role of his/her department in supporting student success.
- Knowledge and experience in leading comprehensive integrated planning, annual planning, outcomes assessment, and program review.
- Knowledge and experience with facilitation techniques in leading a committee/group through the research, decision making, and/or investigative process.
- Familiar with State and Federal accountability reporting requirements for California Community Colleges.
- Knowledge and experience in “transformational change leadership” in higher education institutions.
- Understanding of computer software associated with research, such as spreadsheets, statistical software, data warehousing, databases, inter/intranet, operating systems, and the integration of the above.
- Accreditation standards and data to support the process.
- Ability to prioritize and execute a wide range of projects simultaneously.

**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 socio-economic 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.
- Listen effectively. Communicate respectfully with people of diverse cultures, languages, abilities, etc. Facilitate groups, 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, and provide recommendations, anticipate consequences of proposed actions, and implement effective solutions in support of goals.
- Prepare, administer, and control the budget for assigned program areas.
- 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, analyze, and interpret 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.
- 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 leadership, guidance, and assistance to the functional and operational areas within the assigned Department.
- 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**

- Demonstrated ability to lead transformational change in higher education institutions. Demonstrated ability to use computer software associated with research, such as spreadsheets, statistical software, data warehousing, databases, inter/intranet, operating systems, and the integration of the above.
- Leadership skills to create a sense of purpose and vision for the areas under her/his authority.
- Lead, plan, organize, and conduct analytical studies in various methodologies.
- Analyze and interpret complex data.
- effectively communicate verbally and in writing.



- Problem solver who can work with her/his peers and members of the division to gather relevant data, examine root causes, generate recommendations, and implement solutions.
- Must be able to exercise good judgment, diplomacy, and patience; operate a variety of research and analysis-related computer application programs.
- Meet schedules and timeframes; and apply research theory logically, creatively, and reasonably that will translate into achievable designs in the educational setting.
- Ability to prioritize and execute a wide range of projects simultaneously.
- May be required to move from one work area to another as needed.
- May be required to attend multiple meetings.

### **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.*