



CENTER FOR A COMPETITIVE WORKFORCE

ANNUAL REPORT

2019-2020





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HISTORY:

LA Center for a Competitive Workforce – A Strong Workforce Program

In order to appreciate the significance of the L.A. Center for a Competitive Workforce (CCW) and its analytically-based and highly adaptive model, it is important to revisit the guiding principles of California's Strong Workforce Program (SWP). In 2016, the California Governor and Legislature, at the recommendation of the California Community College Board of Governors, took the bold step to create SWP with the following co-equal goals: first, to spur *more and better* targeted career technical education across the state's 115 colleges to advance workforce opportunity and to lift low-wage workers into living-wage jobs;¹ and second, to strengthen regional collaboration amongst colleges to better prepare more students for the high-demand that will dominate California's economic future.

On a macro level, SWP is a state-led economic development program; one that is designed to improve student success, establish more accessible career pathways and institutionalize regional coordination. On an institutional level, the program placed an emphasis on innovation and risk-taking, which, taken together, enable colleges to be more responsive to local labor market conditions and student outcomes. And on the regional level, SWP embraces the reality that each economic region has its own labor force needs; this is why 40 percent of SWP funding is allocated to regional projects in order to propagate intra-regional collaboration between two- and four-year colleges, industry and local workforce boards.

To fulfill the vision and goals of SWP, the **Center for a Competitive Workforce (CCW)** was founded in 2017

as a regional project in the nation's most populous county: Los Angeles County, bringing together the region's premier economic development leadership organization, the Los Angeles County Economic Development Corporation (LAEDC), together with the 19 community colleges domiciled with the Los Angeles region, as defined under SWP. Since its founding, this CCW partnership has demonstrably enhanced regional industry and employer engagement through data-driven strategies that strengthen the orientation of curriculum, that accelerate the placement of students into work-based learning assignments, and that promote the alignment of supply and training of talent with regional employer demand for talent.

CCW has delivered on the SWP vision because it is focused on institutionalizing the regular engagement of and partnerships between our 19 community colleges in the L.A. region and employers from high-growth industry sectors with projected growth of middle skill jobs. It is through the development, institutionalization and activation of these productive partnerships and the creation of real-time "feedback loops" that colleges can adaptively attune their programs, courses and curricula to the workforce needs in a way that this truly industry-responsive, demand-driven and future-forward, while also providing students with the very important real-world experiences that come from work-based learning opportunities such as internships.

¹ The "more" is increasing the number of students enrolled in programs leading to high-demand, high-wage jobs. The "better" is improving program quality, as evidenced by more students completing or successfully transferring programs, getting employed or improving their earnings.



CURRENT WORKSTREAMS: CCW

More specifically, CCW deploys the following six (6) work streams to deliver on its SWP mission:

- 1 Provide labor market research, forecasts and analysis on the region's supply and demand for "middle skill" talent** to inform college faculty, employers, students and job-seekers about career paths, changing skills requirements and anticipated job openings
- 2 Convene and engage employers in industry-specific councils**, which are led by LAEDC, to connect business leaders and college faculty, to strengthen relationships and perpetuate ongoing information sharing and communication, to identify industrial labor trends in skill and competency development, and to build more dynamic and responsive talent development programs.
- 3 Lead regional program advisory meetings for specific "middle skill" occupations** where employers can provide curriculum input and program feedback across the region's 19 community colleges and strengthen the talent pipelines from the community colleges. These meetings also garnered employer insights on talent, training and technology in the workplace while facilitating professional development opportunities for faculty and work-based learning for students.
- 4 Administer CCW Workforce & Education Portal**, which provides technology-based relational infrastructure to efficiently connect students, colleges and employers in real-time, and to share job leads and work-based learning opportunities on a user-friendly, continuously updated platform; and launch the Bioscience Portal, which is the first in a series of industry-specific online hubs, to support industry-education collaboration, work-based learning, and map the industrial and talent development assets.
- 5 Promote work-based learning opportunities** to enable students to explore careers, to apply their career education training, to better understand employer expectations and contextual mixed learning, to receive professional mentoring, and to get on the job experience. (e.g., internship and apprenticeship).²
- 6 Engaging workforce development, education and community stakeholders** to institutionalize the regional relational infrastructure that is essential to create, sustain and strengthen partnerships between education and industry and inculcate regional alignment of strategies, priorities, initiatives, and programs across the talents systems.

Recognizing the value of these workstreams, CCW was designated as one of 14 regional SWP projects in the L.A. region, and the project has been approved for \$1.8M in each of the first three years by the CEO Council of LA/OC regional consortium. However, for this program year: 2019-20, funding for regional projects was reduced by 15 percent across-the-board. Nonetheless, CCW continued to advance its shared mission with SWP, delivering one of its most productive years to date.

² *Work-based learning programs also encourages employers to co-invest in the job and career readiness of students.*



SUMMARY:

CCW's Annual Progress 2019-20

The COVID-19 pandemic has not only laid bare a whole host of health disparities made manifest by generations of systemic racism, but it has also revealed profound economic disparities along with the acute vulnerability of low-income communities of color, which will be further magnified by macro-economic forces including automation (capital-labor substitution), digitization of industries, globalization, and climate change, among others. While the 2019-2020 program year was marked by unprecedented disruption due to the pandemic and social upheaval led by the Black Lives Matter movement after the murder of George Floyd, CCW had its most productive and successful year to date, facilitating outstanding employer engagement with faculty and staff, delivering high-value research, labor market intelligence and occupational analyses, and strengthening work-based learning connections, more durable relationships and ongoing partnerships. A big reason for success is adaptability; CCW has expanded its scope each year based on college input and emerging regional economic, industrial, and sectoral priorities.³

Consistent with the shared SWP-CCW vision and objectives to engender greater regional collaboration, the L.A. community colleges seven regional directors for employer engagement were invited to be strategic partners in the planning and coordination of at least one regional program advisory convening this past year aligned with the priority sectors they each support. This year's meetings introduced employers to the colleges offering the programs and elicited valuable feedback related to talent development, skills training, and

technology deployment. Feedback from LA-based employers was incredibly positive, especially their appreciation both for community colleges as a viable source to satisfy their talent needs and for CCW's role as a single regional point of connection and entry into the community colleges, versus connecting with up to 19 individual colleges, to establish desired relationships. In follow-up reports, faculty described these industry convenings as invaluable to their course work, career training programs, and their ability to prepare students.

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I CCW Industry Focus: Industry Cluster Councils

Quarterly meetings of three industry councils: alternative transportation, biosciences, and digital media entertainment, were hosted by employers to convey industry trends to faculty, helping ensure that training is aligned with regional economic priorities and fast-changing worker proficiency requirements as employers adapt and pivot to new technologies, macro forces and markets. **Industry council meetings had record highs in attendance by employers, community college faculty, and workforce development partners** as many sought to understand and mitigate the impact of the economic and industrial disruptions brought on by the COVID-19 pandemic in conjunction with macro forces, such as automation, that may be intensified by the pandemic.

Post-COVID-19 meetings in transportation, digital media entertainment (DME) and biosciences were held virtually. During these meetings, leaders

³ For example, after a successful 2019 regional convening for accounting programs and strong interest expressed by the colleges for CCW to expand its regional industry engagement mandate, industry councils were reprioritized in 2019-20, to align with opportunity the Advisory Council identified, which included deprioritizing the aerospace/ manufacturing council. This allowed seven regional program advisory meetings to be added to CCW's portfolio.



SUMMARY:

CCW's Annual Progress 2019-20

shared valuable insights into the incredible level of innovation, capital investments and regional commitments they are planning in the L.A. region that will fuel demand for middle-skill talent. For example, the DME council meeting held in June, featured an all women-of-color panel of entertainment executives, moderated by Tanua Thrash-Ntuk, Executive Director of LISC-LA, that focused on diversity, equity and inclusion in this highly competitive industry. In addition to their insightful remarks, panelists shared recommendations on how community college students should prepare for and can stand out from the pack during the hiring process. Each executive also made an affirmative personal commitment to support local community college students in the job and career journeys.

II CCW Research: Industry-Focused Labor Market Reports

Underpinning CCW's programmatic work and to better inform college faculty with data-driven intelligence, CCW published five reports on middle-skill occupations and the related supply and demand of labor in L.A. and Orange counties, in partnership with LAEDC's Institute for Applied Economics (IAE) and Center of Excellence for Labor Market Research (COE), hosted at Mt. San Antonio College. The CCW baseline report, titled: "Powering Economic Opportunity" was updated in fall of 2019, and the occupationally-focused sector reports on: Information and Communications Technology (ICT); Manufacturing; Construction; and Protective Services, were released in Spring 2020. In addition, LAEDC produced easy to read and actionable executive "highlight" summaries of each report and hosted webinars to present on the findings to faculty. COE participated in the two webinars in early-June to share community college completions data. CCW has

now published 14 regional industry-focused labor market reports since October 2017, including the 2019 "Community Colleges at a Crossroads" report.

III CCW Regional Program Advisories

CCW hosted six regional program advisory meetings, in partnership with the Regional Directors of Employer Engagement, where diverse groups of large and medium-size regional employers were invited to engage faculty, administrators and SWP staff and provided input and insights on talent, technology, and training to inform existing or new curricula. Employers reviewed, critiqued, approved, and made recommendations on the program descriptions of each of the colleges in attendance, which were compiled into high-quality Look Books that included information on each employer and college representative in attendance. Each meeting concluded with an online poll to evaluate the meeting and confirm the interest of each employer for on-going support and engagement with faculty and students. In total, over 50 senior executives from 32 employers and faculty and staff from all 19 community colleges in the joint regional program advisory meetings that focused on global trade and logistics, business (accounting), administration of justice (paralegal and legal assistants), health (respiratory therapy), ICT/ITIS (cloud computing), and water and wastewater distribution and treatment.

In addition, an additional meeting was dedicated to unpacking the industry and workforce implications of COVID-19 to ensure relevant trainings and programs continued. Continuing this effort, the next year's regional program advisories will focus on occupations that will be most impacted by COVID, digitization, and other forces in our current economy.



SUMMARY:

CCW's Annual Progress 2019-20

IV CCW Technology: Workforce and Education Partner Portal & "BioHub"

CCW's **Workforce and Education Partner Portal**, which has been built on a customized Salesforce platform that connects faculty, students and employers, was redesigned with new features proposed by college partners to increase communications and access to work-based learning and employment opportunities. CCW also partnered on development of a dedicated regional bioscience portal: "**BioHub**", in partnership with leading industry partners, such as Biocom, to set the stage for more effective and coordinated talent pipelines in the county's biopharmaceuticals and medical devices industries.

V CCW Work-Based Learning Opportunities

As very few internship descriptions specifically target community college students, CCW engaged industry to identify and expand existing internship opportunities to community colleges. To overcome the institutional and internal biases held by an overwhelming majority of bioscience, advanced transportation and DME employers, which limit their internship programs to four-year students, the LAEDC Business Assistance team used a skills and competency matching approach to reveal how community college students are taught the requisite skills that matched to the competency requirements for the internships. The team identified the relevant programs at the community colleges that teach the competencies sought after by employers within these industries. As a result, a total of 262 internship and employment opportunities were identified and shared with faculty, and career services/centers staff through the CCW Portal.

VI CCW Engagement: LAEDC CEO and External Relations Activities

Direct engagement with college leadership and workforce development partners is an important aspect of CCW's strategic to strengthen inter-system regional alignment. In support of that goal, Bill Allen, CEO of the LAEDC, met individually with all 19 college presidents to provide updates on LAEDC-supporting activities and outcomes the advancement of CCW priorities, to emphasize the importance of regional industry engagement to employers, and to reinforce the value each college is gaining from the partnership with the LAEDC. Beyond direct college engagement, CCW collaborated with many local partners, such as the L.A. County Business Federation (BizFed) on its Anti-Poverty Taskforce and the LA County Arts & Culture Department to co-host the Pathways to the "Creative Economy in LA" forum. The L.A. County Department of Workforce Development, Aging and Community Services' business services team was regularly invited to present at industry council meetings on important regional workforce priorities and initiatives and the seven Workforce Development Boards participated in various CCW convenings with employers, including the webinars to share the findings from CCW reports. In addition, CCW hosted a workshop at the CCCAOE Spring 2020 conference and was an invited speaker/panelist at California Forward and the National Association of Workforce Board annual conference.



CCW ADVISORY COUNCIL & EXECUTIVE COMMITTEE

CCW is guided by a seven-member Executive Committee and **13-member** Advisory Council comprised of Deans who provide oversight and direction. Members represent **nine of 11 districts** and **10 of the 19 colleges in the LA region**; this ensures that the sub-regional needs of such a geographically large region are fairly represented. The Advisory Council is chaired by Virginia Rapp, Dean of the Business Division, El Camino College, with co-chairs Patricia Ramos, Dean of Workforce and Economic Development, Santa Monica College and Jennifer Galbraith, Dean, Business Division, Mt. San Antonio College.

CCW ADVISORY COUNCIL

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THE CCW APPROACH IN ACTION:

Program Year 2019-20

CORNERSTONE 1

Driven by Labor Market Research and Analysis

The Los Angeles region’s competitive and rapidly changing economic landscape has given rise to a job market in which highly specialized knowledge and skills often mean the difference between success and failure. To help meet this challenge, the CCW set out to study the major industries driving regional growth, and pinpoint how education, workforce, government and industry stakeholders can calibrate the region’s talent development systems to fuel greater economic and social equity and to engender a more inclusive and vibrant economy.

CCW’s data-driven approach to strategic industry engagement and employer partnerships with community colleges is designed to enhance the region’s collective ability to adopt and implement data-driven career education and workforce development strategies, investments, and decisions. CCW has produced 14 regional labor market, industry and occupational reports between October 2017 and June 2020 with both LA and OC community college supply and regional demand data and analysis for the highest growth industry clusters in the region such as health, digital media/entertainment, professional services, and high growth middle-skill occupations outside of the highest growth sectors and sectors scans for retail including commerce, transportation, warehousing and utilities, and hospitality. Access to and analysis of the latest regional labor market information and economic indicators that complements the industry intelligence gleaned through convenings of industry leaders allows

colleges to have their “fingers on the pulse” of the regional economy. In short, faculty gain knowledge of the pace and direction of industries and individual companies to better calibrate supply and demand of talent.

As described above, during 2019–20, CCW commissioned four reports on the L.A. Basin in partnership with the LAEDC’s Institute for Applied Economics (IAE) and Center of Excellence for Labor Market Research (COE), hosted at Mt. San Antonio College: Manufacturing; ICT; Construction; and Protective Services. These four industries were identified as the next group of high-growth industries with in-demand occupations based on CCW’s regional baseline report, Powering Economic Opportunity. The reports are available at: <https://competitiveworkforce.la>

Each report was launched with a webinar to share key findings with faculty, staff, and administrators from all 19 L.A. region community colleges; California community college and state university system faculty; deputies and staff of the L.A. County Board of Supervisors and the L.A. County Workforce Development, Aging and Community Services department; City of L.A. Economic and Workforce Development department staff; leadership from the seven workforce development boards operating in LA County; and L.A. County Office of Education. The webinars were led by Shannon Sedgwick, Director of IAE and lead author of the reports, along with Luke Meyer, Director of COE, more recently.



REPORT 1

MANUFACTURING: An Industry in Transition

ABSTRACT

Manufacturing is an industry that is fast transitioning from traditional production-based skills to more specialized and multi-functional “high-tech” skills in order for workers to better adapt to the many new technologies, processes, materials and complex tools being adopted, absorbed and deployed by the industry. While employment levels over time have been steadily declining in the L.A. Basin, manufacturing still plays a vital role in the regional economy, generating good wage jobs for hundreds of thousands of workers in many production-based industries, ranging from medical devices and biopharmaceuticals, to aerospace and transportation.

KEY FINDINGS

Manufacturing offers significant middle-skill job and career opportunities for community college students in occupations that typically pay well and have career advancement potential.

This transformation in the manufacturing industry has been driven by three phenomena:

- **Advances in material sciences, broadening the number of potential inputs into manufacturing exponentially**
- **The explosion in computing power and memory, infusing advanced technologies, i.e. robots, AI, into manufacturing**
- **Globalization, opening new markets, expanding supply chains, and reducing costs**

Looking forward, **over 43 percent of projected manufacturing industry job openings will be for middle-skill occupations** – an increasing percentage, reinforcing the fact that this industry as well-matched to the community college programs. The colleges, students and industry all stand to benefit from investment into postsecondary non-degree and career education programs for 10 occupations identified in the report, which CCW forecasts will have significant job prospects over the next five years, including:

- **Machinists**
- **Welders, cutters, solderers and brazers**
- **Industrial machinery mechanics**
- **Computer-controlled machine tool operators**



REPORT 2

THE INFORMATION AND COMMUNICATION TECHNOLOGY INDUSTRY AND ITS WORKFORCE

KEY FINDINGS

ABSTRACT

The ICT industry is a particularly promising target for L.A. area community colleges because it supports many occupations that both pay well and are represented across numerous industries concentrated here

With over 43 percent of the projected ICT industry job openings over the next five years in the L.A. Basin being middle-skill occupations, the community colleges have an outstanding opportunity to prioritize the ICT industry for the development and expansion of training and educational programs. But based on regional community college completions, there will be a projected undersupply of ICT industry workers each year over the next five years without direct and targeted intervention by the colleges to fill these openings; more specifically:

- **More than 2,400 annual job openings are projected for middle-skill and higher-skill “pathway” occupations in the 10 ICT industry subsectors studied in the full report; yet, LA Basin community college completions only totaled about 1,370 awards in the last full academic year (2018-19).**
- **There will be even greater opportunity for community colleges with 9,800 ICT-related annual job openings over the next five years across all industries (beyond just the ICT industry).**

During the past decade, **real wages in ICT grew by 21.2 percent overall**, far outpacing wage growth across all industries. This industry employs 341,610 payroll workers across all educational attainment levels in the L.A. Basin (2017), and there will be over 200,000 job openings over the next five years due primarily to replacement job openings, with net new jobs being added, too.

Three component industries employ the bulk of these workers: motion picture and video production industries, which accounted for nearly one-third of total industry employment; corporate, subsidiary and regional managing offices, which accounted for a quarter of all industry employment; and custom computer programming services. Much of the job growth in ICT can be attributed to increases in the electronic shopping and internet publishing industries.

Immediate attention should be directed where the greatest growth is expected to occur:

- **computer systems design and custom computer programming will add 2,200 new jobs to the region by 2022**
- **internet publishing and web search portals will add 730 new jobs to the region by 2022**

Prioritization should be given to developing student expertise in data analytics and design and security, as occupations in the ICT industry exhibiting the most robust growth have the shared characteristic of being driven by the importance of data and network security due to cyber threats. For example, security analyst jobs, with an 8.9 percent growth in projected employment from 2017 to 2022, have the fastest growth rate of the ICT target occupations.



CONSTRUCTION: An Industry with Growing Middle-Skill Workforce Shortages

ABSTRACT

Occupational growth in the construction industry is being driven by communities across the LA Basin looking to co-address the deepening housing crisis and the state’s ambitious environmental goals. With each of the construction subsectors forecasted to experience steady growth over five years, the industry is projecting strong demand for a workforce that can be trained by the community college system, as additional housing cannot be built without the necessary workforce of builders, cost estimators, carpenters, and other construction workers, and environmental goals cannot be met without ensuring that the workers responsible for installing solar, electric and other emerging renewable technologies are appropriately trained.

KEY FINDINGS

Almost 55 percent of the 169,100 construction industry openings over the next five years will be in middle-skill occupations. Based on regional community college completions, there will be **a projected undersupply of about 7,500 construction industry workers** in identified occupations each year over the next five years in the L.A. Basin, as the community college supply is not adequately meeting workforce demand in most of the targeted middle-skill occupations.

Immediate attention should be directed by the community colleges toward component industries within the construction industry where the greatest amount of growth is expected to occur, such as:

- **Building equipment contractors and building finishing contractors will add a combined 6,005 jobs to the region by 2022**
- **Residential building construction will add 1,700 new jobs to the region by 2022**



REPORT
4

PROTECTIVE SERVICES in the LA Basin

ABSTRACT

With a population over 10 million that is home to the largest correctional institution system in the country and is particularly susceptible to devastating natural disasters such as earthquakes and wildfires, the demand for highly-skilled and -trained protective services workers is forecast to be substantial.

KEY FINDINGS

Currently, there are 141,000 workers employed in protective services occupations in the LA Basin (2017); of these, 37 percent are middle-skill occupations, which are attainable with an associate degree or postsecondary nondegree award or certification. No protective services occupations are classified as above middle skill. There are 9,650 annual openings projected in the six target middle-skill occupations profiled in this report, but government budget changes resulting from various events in 2020 will affect these projections.

Over the next five years, the LA Basin can expect 48,000 job openings across the six target occupations with identifiable opportunities for workers to earn a living wage and well-defined “career ladders” to move up the economic opportunity chain. The report also emphasized the increasing demand for applicants with excellent “people skills” such as de-escalation and conflict resolution. The occupations with significant job prospects over the next five years and that stand to benefit from investment in apprenticeship and non-degree and certificate training programs are:

- **Police and Sheriff’s Patrol Officers**
- **Firefighters**
- **Correctional Officers and Jailers**
- **Transportation Security Screeners**
- **Detectives and Criminal Investigators**
- **Forensic Science Technicians**



The CCW Approach in Action: PROGRAM YEAR 2019-20

CORNERSTONE 2

Engagement of Industry through Councils

During 2019-20, industry council meetings were held for three of the highest-growth industry sectors in the L.A. region: alternative transportation; bioscience (biopharmaceuticals and medical devices); and digital media entertainment.⁴ Industry council meetings are planned and moderated by LAEDC with key industry leaders and invited industry firms to enhance, institutionalize and scale industry participation and engagement of business leaders with the community colleges. The councils facilitate partnerships with industry and enable more purposeful utilization of industry insight for program management, course development and the identification of talent development trends. Industry councils also provide a platform for regional industry engagement to validate individual curriculum and training needs, as well as to network and formalize informational and transactional relationships.



⁴ The Aerospace Council was not funded in 2019-20 due to reduced SWP regional funding.



BIOSCIENCE WORKFORCE DEVELOPMENT COUNCIL

The Bioscience Workforce Development Council is led in partnership with Biocom, which represents over 1,100 research institutions and life science companies throughout California. Representatives from the community colleges found great value in networking with industry partners at these meetings, which provided a dynamic venue in which to better understand the industry’s trends and receive insights on talent development needs; this is most certainly information that is useful in program and curriculum development. In fact, this engagement has supported Cerritos College in the development of a new program. It led LA Mission College to add a bioscience industry employer to their program advisory committee. And, it provided a venue for El Camino College to highlight their biotechnology apprenticeship program to ThermoFisher Scientific and PolyPeptide Group.

DATE	COLLEGE FACULTY	INDUSTRY PARTNERS	AGENDA
September 27, 2019 LabLaunch, Monrovia	Citrus (2) L.A. Harbor L.A. Mission LATTC (3) Rio Hondo West L.A. (2)	<ul style="list-style-type: none"> • LabLaunch • Biocom • Cedars Sinai • Human Designs • City of Hope Medical Center • Xencor, Inc. • Astrix Technology Group, Inc. 	<ul style="list-style-type: none"> • Bioscience Virtual Hub Demo • Panel Discussion: Competencies and Skills Needed for Growth Occupations • Pathways to Stem Cell Science • Community College Biotech Program Highlight: Citrus College
December 6, 2019 Lundquist Institute - Torrance	Compton Glendale (2) L.A. Harbor LATTC (3) Pasadena Rio Hondo	<ul style="list-style-type: none"> • Lundquist Institute • Triton Biosystems • Abbott Laboratories • Biocom 	<ul style="list-style-type: none"> • Biotech Leaders Academy, LA Bioscience Hub • Community College Biotech Program Highlight: LATTC • Bioscience Legislative Update and Discussion, LAEDC
May 15, 2020 Zoom Meeting	Cerritos (4) Citrus Compton (3) El Camino (8) Glendale (4) Harbor LATTC L.A. Valley (2) Pasadena (2) L.A. Pierce Rio Hondo West L.A.	<ul style="list-style-type: none"> • Biocom • HATCHlabs • ThermoFisher Scientific • PolyPeptide Group 	<ul style="list-style-type: none"> • Biotechnology Apprenticeship Program, El Camino College • CA Community College Biotech Programs, California Community Colleges • Bioscience Portal Demo, LAEDC



BIOSCIENCE WORKFORCE DEVELOPMENT COUNCIL

“It Was Heard”

AT A BIOSCIENCE INDUSTRY COUNCIL MEETING

Feedback from Employers and Faculty



Although LA’s region is different geographically than other life science clusters, we have been able to focus on and find micro-clusters to elevate and showcase what is going on in LA. We now know that the average wage for someone working in this industry is \$84K, but we are also seeing that the vitality comes from funding. I just read this morning that Los Angeles is now in the top 8 of the life science clusters in the nation! We can only go up from here. ”

- JENNIFER LANDRESS, COO/VP, Biocom



I want to help get those students who may not otherwise have a chance, get into this industry. There are a lot of great courses at CCs, but not all are offered, like biomedical engineering. Those are at the 4-year systems. I was a Humanities Major, so just because you didn’t come out with a BME doesn’t mean you can’t break into the field. If you have that aptitude and you are agile learner, you can get hired.

- DAVID KIM, Abbott Laboratories



I am proud to say that companies like Grifols, Prolacta, and Gilead have hired our graduates. I’ve even had these companies say we want your students because they know what they’re doing. Students can move on from our program and move right into the environment of being a lab assistant, or lab technician. This is a great value add for our industry partners. And it is important for students to have onsite experience before graduation so that they may understand the scale to which they will be working. ”

- ELEANOR TSARK, Professor, Citrus College



Another trend we are seeing is that companies are looking for diversity. In LA, which is a very diverse ecosystem, why are employers having trouble finding diverse talent in the pipeline? Because historically students of color are not introduced to these types of programs and resources, and then when they are, they are not told about the importance of those trending values such as the soft-skills and networking referrals. At Biocom Institute, we are focused on developing and promoting a talent pipeline for the life sciences and we support all of California. We’re about developing and curating programs that foster career exploration, preparation and advancement in Life Sciences. We also produce research and reports to understand what the latest workforce trends are in life sciences. ”

- ELEANOR TSARK, Biocom





DIGITAL MEDIA AND ENTERTAINMENT (DME)

The DME Council’s co-equal objectives are to successfully execute and lead DME industry capacity building initiatives and to stimulate DME industry partnerships with the region’s community colleges. With respect to college-industry partnerships, during 2019-20, L.A. area community colleges showcased their programs to reinforce how community colleges can be great partners for in-demand DME industry talent. For example, in follow-up to a Santa Monica College student voicing his opinion about DME-specific career pathways at one of the industry councils, Entercom (the unrivaled leader in local radio sports and news and the #1 creator of live, original local audio content in the U.S. like KROQ, K-Earth 101, KNX 1070 News Radio, etc.) scheduled a follow-up meeting with the student to ways the company could better outreach to students re careers and work-based learning opportunities at Entercom.

DATE	COLLEGE FACULTY	INDUSTRY SPEAKERS
December 6, 2019 Entercom, Los Angeles	ELAC Glendale (4) L.A. Southwest Long Beach LA City Pasadena Santa Monica LAOCRC	<ul style="list-style-type: none"> • Jeff Federman, Regional President, Entercom Southern California • Larry Blumhagen, VP and Director of Sales, Entercom Los Angeles • Pablo Chaparro, Director of Digital Sales, Entercom Los Angeles • Danielle Mosher, Executive Director, Entercom Southern California
March 20, 2020 Zoom Meeting	Glendale L.A. Valley Santa Monica West L.A.	<ul style="list-style-type: none"> • Niti Shah, Academy Gold Inclusion and Alumni Programs, Academy Gold • Bettina Fisher, Educational Initiatives, Academy Gold • Richard, WDACS • Shoni Doe, Santa Monica College student • Michael Hackman, CEO, Hackman Capital • Gary Smith, Los Angeles County Film and Digital Media Liaison
June 12, 2020 Zoom Meeting	El Camino Glendale LA Southwest Santa Monica West L.A.	<ul style="list-style-type: none"> • India Alston, CEO, Beam Creative Agency • Jeannette Zepeda, VP of Business Development and Creative Services, Roundabout Entertainment • Hope Horner, CEO, Lemonlight • Tanua Thrash-Ntuk, Executive Director, LISC LA



B.

DIGITAL MEDIA AND ENTERTAINMENT (DME)

“It Was Heard” AT A DME INDUSTRY COUNCIL MEETING

Feedback from Employers and Faculty



The radio business allows one to get actual radio experience on a part-time basis. Generally, 50 to 60 part time jobs are open. The west coast business is way ahead of the rest of the country. Radio is extremely resilient (not like television) and is undergoing a renaissance – smart speakers – fastest tech growth – making it easy to listen anywhere and anytime. We launched the first LGBTQ radio station in 2018 which was ideated by the LA staff. New hires must understand what we do a “for profit” company, but also be interested in what we do in the community. Sales hires come from very varied backgrounds. We hire for talent, not skill and experience. Skills are more important than education. Some executives at Entercom have no college education. We look for technical skills such as Excel and PPT, but the heart of the radio business is communication and building relationships; therefore, new hires need be good at building relationship with potential clients, listeners, and performing artists. Jeff also serves as an advisor at Santa Monica College working to bridge the recruitment of the talent pipeline. Entercom has openings now for graphic designers, web and content management, and social media managers. They need people who are a “Jack of all trades.”



- JENNIFER LANDRESS, COO/VP, Biocom



“I started this business by acquiring 3 major studios in 2014 and we now employ 1,700 employees within their studio, services, and real estate business.

Together we are exploring and providing solutions to get skilled labors into the studio/filming industry quickly with the goal of trained individuals entering the industry into high paying jobs.



- MICHAEL HACKMAN, CEO at Hackman Capital
Speaking of his current and ongoing involvement with the West Los Angeles Community College



ADVANCED TRANSPORTATION: E4Mobility Alliance

L.A. County has distinct industrial advantages in the design, creation, production, commercialization and exportation of advanced transportation technologies, products, processes and services, including in the areas of electric and/or zero emission vehicle systems, autonomous vehicles and related subsystems, the Hyperloop transportation mode, connected car, zero emission trucks and buses, new tunneling concepts, and regional energy storage infrastructure that supports electrification of transit. While not many cars are built in LA County, the region is a world leader in automobile design, R&D, innovation and engineering that influences the look, feel and performance of many of the world’s best-known car brands. Together with the E4Mobility Alliance, CCW focused on the talent development needs of this fast-growing industry during 2019-20, while showcasing the community colleges as the ideal partner to create and access a sustainable pipeline of skilled talent. Area community colleges were invited to attend CoMotion LA, where global leaders of the mobility revolution gathered. For example, LATTC took advantage of this opportunity to meet new colleagues and highlight LATTC’s ability to meet their labor supply demand for this fast-growing and highly innovation- and design-intensive industry.

DATE	COLLEGE FACULTY	INDUSTRY SPEAKERS
August 15, 2019 Nixon Peabody LLP – Los Angeles, CA	ELAC LA City L.A. Pierce Long Beach	<ul style="list-style-type: none"> • Lidia Yan, Co-Founder and CEO, Next Trucking • Justine Johnson, Mobility Strategist, Ford Motor Company • Dr. Geeta Fisker, President and CFO, Fisker • Michelle Lo, Design Quality Engineer, Faraday Future • Crissy Rodriguez, Vehicle Dynamics Engineer, Canoo
November 15, 2019 CoMotion LA - Los Angeles Cleantech Incubator	LATTC Los Rios Community College District	<ul style="list-style-type: none"> • Justine Johnson, Mobility Strategist, Ford Motor Company • Chris Thomas, Co-Founder and President, Detroit Mobility Lab • Jessica Robinson, Co-Founder, Detroit Mobility Lab • Mark De La Vergne, Chief of Mobility Innovation, City of Detroit • Richard Verches, Executive Director, CCW
February 13, 2020 Orrick - Santa Monica	ELAC L.A. Pierce LATTC	<ul style="list-style-type: none"> • Henry Greenidge, Regional Public Affairs, Cruise Automation • David DeRosa, Planning Manager, AECOM • Chuck Dankocsik, Senior Sales Manager, Siemens • Shaun Arora, Managing Director, MiLA Capital
May 6, 2020 Zoom Meeting	El Camino L.A. Harbor LATTC Long Beach Rio Hondo Santa Monica	<ul style="list-style-type: none"> • Megan Prichard, General Manager, Uber Air • Giordano Sordoni, Co-Founder and COO, XOS Electric Trucks • Susan Ying, SVP Global Partnerships, Ampaire • Alejandro Agag, Chairman, Formula-E Racing



ADVANCED TRANSPORTATION: E4Mobility Alliance

“It Was Heard”

AT A BIOSCIENCE INDUSTRY COUNCIL MEETING

Feedback from Employers and Faculty

Keynote speaker Henry Greenidge, an attorney and policy advisor, who leads Public Affairs for Cruise Automation, a General Motors majority-owned company focused on developing self-driving technology to launch a driverless ride share service, said:



As a testament to Los Angeles’ ecosystem of innovation, in 2017, Cruise acquired Strobe, a Pasadena-based LiDAR company with instrumental sensing technologies.



David DeRosa, AECOM and Chuck Dankocsik, Siemens discussed what 5G will mean to the County of Los Angeles.



These new technologies present opportunities, challenges and unknowns to take into consideration. Benefits include more responsive and dynamic connectivity, including improved performance of navigation apps, in addition to curbside management and moving from static street signage and curb paint, to digital real-time communication.



During the February 13th meeting’s panel discussion, consensus around developed around a considerable talent need for software and hardware engineers, as well

as technicians to install and maintain transmitters that will integrate with the grid and existing environment. AECOM is currently assessing their workforce needs but indicated a need for civil engineers will remain and the importance of software skills will continue to increase. They identified data science as a much-needed specialty including analysis and management of large infrastructure data sets. All three companies recognized the imperative need for partnerships and collaboration to do so. Greenidge showcased Cruise’s considerable investment in this area with multiple strategic partnerships including with: Humanmade to teach high school students about manufacturing and engineering; Code 2040 to provide internship opportunities for students of color; and Nextplay to recruit diverse talent. The consensus expressed was that it’s not a question of whether the talent is there—it’s a matter of finding it outside of traditional spheres and creating programs that cultivate it.

Speakers from Uber Air, LA-based XOS electric trucks, CA-based Ampaire electric planes, and Formula-E discussed the major advances underway in electrification of transportation, as well as the needs of the industry from a workforce development perspective. Workforce and talent needs in the electric transportation industry include the need for skills and competencies along the product/service development value chain, from design and engineering, to manufacture to facility management and construction.



The CCW Approach in Action: PROGRAM YEAR 2019-20

CORNERSTONE 3

Distill Talent Intelligence through Regional Program Advisory Meetings

During 2019-20, industry councils were reduced from four to three in order to accommodate the addition of Regional Industry Advisory meetings, which were held during the program year in partnership with the Los Angeles Regional Directors of Employer Engagement and LAEDC. Programs were selected based on data from CCW’s most recent research and reports and recommendations from the Regional Directors.

The regional advisory for “Global Supply Chain and Logistics” programs was the only in-person meeting before the pandemic struck in early-March. The remaining six meetings were all virtual, with even higher attendance and equal enthusiasm. Due to conflicts caused by the pandemic, the regional advisory for Nursing was replaced with a webinar on Industry and Workforce Implications of COVID-19, which offered an early analysis of the immediate and prospective impact of the pandemic on community colleges.

At these meetings, diverse groups of regional employers were invited to engage faculty, administrators and SWP staff and provide input and insights on talent, technology, and training to inform existing or new curricula. Employers reviewed, critiqued, and made recommendations on the program descriptions of each of the colleges in attendance, which were compiled into high-quality Look Books that included information on each employer and college representative in attendance. Each meeting concluded with an online poll to evaluate the meeting and confirm the interest of each employer for on-going support and engagement with faculty and students.

Jessica Ku Kim, LAEDC’s Senior Director of Workforce Development, moderated each meeting and addressed questions related to talent, technology, skills, training and the hiring process for employers to get their diverse viewpoints, as well as insights on economic and industry trends in this rapidly evolving industry, including understanding the expectations of employers. Ms. Ku-Kim also encouraged employers to co-invest in the region’s largest talent development system by engaging and supporting faculty and students, share the latest information on industry trends, host company visits, participate on program advisories, and speak in classes or at career events.

As an example, in May 2020, CCW held a pilot regional program advisory meeting that focused on middle-skill accounting career opportunities, hosted by KPMG. Fourteen faculty, department chairs and deans from four colleges: Rio Hondo, El Camino, Santa Monica and Glendale attended, along with six senior leadership and hiring managers from the “Big Four” accounting firms: KPMG, PwC, EY and Deloitte. It was unprecedented to have all four of the major firms, all traditionally staunch competitors, in the same room sharing insights on their talent needs, recruitment policies and hiring strategies. Even more enlivening was the rich conversation between faculty members and the leaders from these firms; both sides learned a lot from one another and, more importantly, they agreed to further cement a community college / accounting firm partnership in the advancement of our co-equal goals: to form work-based learning alliances for the benefit of current community college students; and to develop, adopt and deploy more industry-relevant career education programs.



SUPPLY CHAIN AND LOGISTICS

■ **DATE/HOST:** February 21, 2020
Port of Los Angeles, San Pedro

■ **LOOK BOOK** [Here](#)

■ INDUSTRY REPRESENTATION

- **Avin Sharma**, Director, Labor Relations & Workforce Development, Port of L.A.
- **Cameron White**, Principal Talent Acquisition Business Partner, Northrop Grumman Corporation
- **Gabriel Shweiri**, President and CEO, BGI Worldwide Logistics
- **Jeff Diller**, Sr. Operations Manager of Terminal Operations, Nautilus International Holding Corp.
- **Jessica Mihal**, Vice President of Human Resources, Nautilus International
- **John Carver**, Deputy Executive Director of Special Projects, L.A. World Airports
- **Nolon Mavar**, Subcontract Programs Manager, Northrop Grumman Corporation
- **Patrick O'Connor**, Subcontracts Director, Northrop Grumman Corporation
- **Robin Mitchell**, College Talent Acquisition Strategy Manager, American Airlines

Regional Directors of Employer Engagement



The Regional Advisory provided a space for industry and faculty to connect in a constructive manner. All of the faculty enjoyed the networking and information provided. Many requested another one for the sector!

- **KATIE MISHLER**



As Regional Directors, partnering with CCW to host a Global Trade and Logistics Regional Advisory was instrumental to bring employers and colleges in one room to discuss employment trends, skill gaps and supply chain jobs. As we navigate a post-COVID world, forums like these allow us to hear from employers and sectors that are major economic drivers in our region in real time so that our community colleges are better prepared to serve their students and the workforce.

- **RUTH AMANUEL**

College Participation

11
COLLEGES PARTICIPATED

Cerritos, Compton, El Camino, Long Beach, Los Angeles City, Los Angeles Harbor, Los Angeles Southwest, Los Angeles Trade-Technical College, Rio Hondo, Santa Monica and West Los Angeles College



SUPPLY CHAIN AND LOGISTICS

KEY TAKEAWAYS

Workforce Trends

- Common goals toward **zero carbon emissions**, challenges meeting increased customer expectations, specific workforce gaps, **growing scopes of work for companies in logistics**, and a **decrease in much-needed employee soft skills**.
- There is a clear dichotomy of moving toward sustainability while also competing to meet customer satisfaction with regard to efficiency and speed. As such, workforce needs are evolving.

Workforce Gaps

- While there are agreed upon **shortages in specific labor groups such as drivers, aircraft dispatchers, mechanics, pilots, and cyber security experts**, **there are skills gaps across industry positions**. Employers expressed overarching needs for talent with the ability to handle relationships well, comfortability with changing systems and innovation, collaboration skills, and an adaptability while working across generations.
- An additional challenge discussed by representatives from multiple companies was the **demand gap for individuals with 10-20 years of industry experience**, as they anticipate key high-level leadership retirements in the near future. While the labor force may see many entering the field, the shortage in middle career professionals is significant—an opportunity that could be taken advantage of by younger workers.

Impacts of Technology

- Employers have found **workforce gaps caused by the speed of technology development**. Robin Mitchell from American Airlines explained that an employee could have an understanding of data, but to be competitive, they also **need the analytical skills to use that data in decision making**. There is a growing need for data visualization in addition to manipulation of excel spreadsheets. HR professionals noted the need for applicants to highlight such competencies on their resumes beyond degree completion; such as **internships, specific classes taken, soft skills and work experience**. When addressing curriculum, there was consensus around the need to teach students about interviewing techniques, communication skills, software literacy, and importance of alumni networks.

Talent Pipeline

- Faculty expressed ongoing challenges in logistics program recruitment and employers agreed that **a lack of understanding exists around career opportunities in the field**. John Carver from LAWA raised the importance of student exposure to the industry, noting the success of their **internship and student worker programs** to raise awareness of lesser known jobs in the field. He's found that it's beneficial to recruit the next generation by teaching but also inspiring them. Employers such as Port of L.A. and NGC agreed that these programs often as a hiring pipeline.



B.

COVID-19: INDUSTRY AND WORKFORCE IMPLICATIONS

A webinar on the Industry and Workforce Implications of COVID-19 was held on April 30. Fifty faculty, administrators and staff from 16 of the 19 colleges participated in an early examination of the immediate and prospective secondary economic impacts of the global pandemic, which was tailored to L.A. area community colleges. Shannon Sedgwick, Director of IAE, presented data on the massive disruption and impact of COVID-19 on the workforce and workplace, resulting in the displacement of hundreds of thousands of workers in a wide range of industries and sectors of L.A. County, especially low-wage, entry-level, public-facing service and retail sector occupations where layoffs were most severe.

KEY TAKEAWAYS

- Small businesses will face liquidity issues
- Layoffs have begun and are expected to significantly increase
- Households will be without steady incomes and will require immediate assistance
- Immediate economic effects of COVID-19 have not been equally distributed
- Additional uncertainties — lack of a clear timetable for when businesses can expect to resume operations and workers to leave their homes
- Employment figures will take time to recover — composition of workforce may look different

KEY CONSIDERATIONS

for community colleges as they develop and execute a post-COVID response:

- Scale, speed and accessibility of retraining are critical, as there will likely be many hundreds of thousands of individuals who are newly unemployed and who may or may not be able to return to their old jobs anytime soon
- Pay close attention to trends, such as re-shoring manufacturing, deglobalization and supply chain security, that are emerging in a post-COVID environment
- Key an eye of existing trends that will likely accelerate, such as automation (substituting labor with capital) as businesses look to replace more humans with capital, not just for cost and efficiency reasons, but because bits, bots and bytes don't need to go and stay-at-home during global pandemics



ADMINISTRATION OF JUSTICE Paralegal and Legal Assistant

■ **DATE:** May 12, 2020

■ **LOOK BOOK** [Here](#)

■ INDUSTRY REPRESENTATION

- **Melissa Bezalel**, Paralegal and Human Resources Manager at Orrick, Herrington & Sutcliffe
- **Michael Wright**, Executive Vice President and General Counsel at RoofTop Management, Inc.
- **Racheal Foster**, Office Administrator at Nixon Peabody, LLP
- **Sally Tschannen**, Principal Manager, Legal Operations, Southern Calif Edison
- **Scott Rahn**, Founder and Co-Managing Partner at RMO, LLP

Employer Feedback

“As a former student of the California community college system, I was honored to be asked to participate in such an important discussion. Community colleges prepare their students for the working world and the knowledge shared on this panel will contribute to the success of the next generation of legal professionals.”

necessary to help our community colleges provide a seamless connection between curriculum and career readiness. It is exciting to know there is a regional demand and above living-wage salary range for certificate- and degree-holders who choose this career path.”

- **RACHEAL FOSTER**, Office Administrator, Nixon Peabody, LLP

Regional Directors of Employer

“The regional advisory with the occupational focus on paralegal and legal assistant middle-skills jobs provided faculty the opportunity to have meaningful conversations with legal professionals and senior human resources executives from a diverse employers. These direct, intentional interactions are necessary to help our community colleges provide a seamless connection between curriculum and career readiness. It is exciting to know there is a regional demand and above living-wage salary range for certificate- and degree-holders who choose this career path.”

- **JUDY FOX**

College Participation

17 from **11**
FACULTY **COMMUNITY COLLEGES**

Cerritos (3), Citrus, East Los Angeles, El Camino (3), Long Beach, Los Angeles City, Los Angeles Mission, Los Angeles Trade Tech, Mt. San Antonio, Pasadena (3) Santa Monica



ADMINISTRATION OF JUSTICE

Paralegal and Legal Assistant

KEY TAKEAWAYS

Industry Workforce Trends

- These two **traditional legal roles have blended and changed over time.**
- The legal secretarial role is decreasing in demand and **many secretaries have upskilled into paralegal roles.** Legal assistants now serve more of an executive assistant role
- Paralegals do traditional secretarial tasks as the attorney to secretary ratio has increased significantly. Decades ago, the ratio was 1:1 while it is now 5:1. One employer noted they have seen an 8:1 ratio, depending on the industry (e.g. higher for Real Estate versus Intellectual Property).

Technology and AI Impacts

- Technology has given smaller firms the ability to compete with large firms by maximizing efficiencies and streamlining processes, making **technological skills more critical than ever.**
- All employers highlighted the need for basic typing skills and a strong command of Microsoft Office Suite (including Excel) and Adobe. Employers are looking for talent that is familiar with **programs that manage documents, time tracking and forms preparation.**
- Paralegals benefit immensely from an understanding of **e-Discovery tools** such as: Relativity and Concordance.

Opportunities to Bridge Knowledge, Talent and Certification Gaps

- **Soft skills gaps: internal/external communication, public speaking, writing, teamwork, client relationship management.** Mentorship in entry-level jobs is key to learning professional business norms.
- While many employers have onsite and/or peer-to-peer training for their employees, they were eager to discuss how upskilling needs could be met through the community colleges' courses and certifications.

Hiring Entry-Level Talent

- Employers evaluate the whole person: soft skills, ability to work in a team, drive to continue learning and improving, and tech-savviness.
- **Paralegal and legal assistants are being asked to build relationships with clients**—which requires a different skillset. One employer noted that their number one desired trait in a candidate is analytical thinking.
- In the current environment, employers use phone interviews to screen candidates and Zoom for subsequent interviews. Some firms use recruiters or have an internal recruiting department. For paralegal hiring specifically, they also mentioned the use of the Los Angeles Paralegal Association.



D. ACCOUNTING

■ **DATE/HOST:** May 21, 2020

■ **LOOK BOOK** [Here](#)

■ INDUSTRY REPRESENTATION

- **Daniel Seto**, Brian Richards, Interim Associate Director of Respiratory Care, Blood Gas and Pulmonary Function Labs, Cedars Sinai Medical Center
- **David Hill**, Partner at RSM
- **Elizabeth Hahn**, Accounting Manager, Los Angeles County Office of the Assessor
- **Erin Herlihy**, Audit Senior Manager at KPMG, LLP
- **Lisa Massman**, Human Capital Advisory Principal at KPMG, LLP
- **Mike Quindazzi**, Managing Director at PricewaterhouseCoopers (PwC)
- **Roger A. Martinez**, Partner at Vasquez & Company
- **Tom Barry**, Managing Partner at Green Hasson Janks
- **Zhanna Gevorkian**, Head of Finance at Takeda, Los Angeles Site

Regional Directors of Employer Engagement

“Middle-skill accounting professionals are in high demand in the Los Angeles region, and according to the Regional Advisory with the Occupational focus on Accounting, community colleges are best positioned to fill that need. The Business & Entrepreneurship Sector of Los Angeles is proud to have partnered with the LAEDC to offer community colleges the opportunity to hear from the employers who will potentially hire their certificate- and degree-holding graduates. We have a responsibility to facilitate these opportunities for current and relevant dialogue to meet the important goals of career readiness. The wonderful turnout is a testament to the investment our faculty and industry partners are making in this effort.”

- JUDY FOX

College Participation

21 *from* **10**
FACULTY **COMMUNITY COLLEGES**

Citrus, East Los Angeles (2), El Camino, Glendale (4), Long Beach, L.A. Harbor (3), L.A. Mission (2), L.A. Pierce (3), Rio Hondo and Santa Monica College (2)



D. ACCOUNTING

KEY TAKEAWAYS

Industry Workforce Trends

- COVID-19’s impact in accounting has varied by industry, for example: less work in mergers and acquisitions, more work in refinancing, a similar volume of audit work, and a decrease in overall consulting work. However, employers assured those in the meeting that these changes will be temporary, and **the long-term outlook is promising.**
- Employers want mature **candidates who can work independently**—a characteristic that is even more critical with an increase in remote work.
- Employers urged faculty to encourage their students to think about **how to leverage their unique talents.** For example: how can folks apply their social media skills and tech savviness to improve businesses?

Technology and the Impacts of Automation

- Many traditional accounting tasks have been automated. Those in the field have technical expertise, so employers are looking for folks who also have soft skills that bring business value.
- Beyond traditional technical accounting knowledge, employers want to hire analytical people who **use their accounting skills to provide business insights** and help make informed decisions.
- **Critical thinking skills** are a key for those in this workforce to excel. Employers on the call agreed how rarely it is shown in candidates.

- The key to differentiating oneself as a candidate is to be able to **interpret data** and be able to **have business conversations**; these are now critical skills to success in an accounting career.
- Candidates need to master the **Microsoft Office Suite**, including Microsoft Excel and PowerPoint.
- Workers need a basic understanding of data sets, data architecture, and data visualization. Power BI and Tableau Software knowledge is a great advantage.
- One of the most critical skills is the ability to manipulate data to show it in a way that makes sense, and to be able to communicate your analysis—this includes presentation skills.
- Employers would like educators to teach students the tools, but also the “why” behind the tools to **understand the value of technologies**, the ability to **connect theory to reality** is a key to growth and success.

Opportunities to Bridge Knowledge, Talent and Certification Gaps

- When asked about workforce gaps, employers expressed the need for talented individuals who collaborate well, excel in interpersonal interactions and are comfortable with public speaking.
- Promotions are based on the ability to use their technical acumen to communicate well, apply it to business decisions, and critically think through situations. **Those with soft skillsets advance** in their careers.



D. ACCOUNTING

KEY TAKEAWAYS

Entry-Level Talent

- Elizabeth Hahn, Accounting Manager, L.A. County Assessor’s Office, shared a new online Career Pathfinder tool developed by Los Angeles County—for those without a four-year degree.
- Finance and accounting skills are the baseline for these careers, but specialization is increasing and include more **technology-focused, cyber security, and business information systems positions.**
- With the increase in virtual work, employers can now hire “without borders” and competition is fierce.

Employer Feedback



I really enjoyed the conversation and believe the forum was extremely valuable for all of us that participated. I think it is fantastic that our community colleges are willing to work with industry leaders to deliver the most relevant curriculums to their students.



- **LISA MASSMAN**, Human Capital Advisory Principal, KPMG, LLP



RSM has historically focused on 4-year colleges as its recruiting base. However, as we have learned more about community colleges and how they feed into the 4-year programs, especially in Southern California, we have realized we have missed an opportunity to connect with students sooner by not tapping into community colleges. We will be changing the way we interact with the community colleges and they will become much more important to our campus recruiting efforts going forward.



- **DAVID HILL**, Partner, RSM



RESPIRATORY THERAPY

■ **DATE/HOST:** May 22, 2020

■ **LOOK BOOK** [Here](#)

■ INDUSTRY REPRESENTATION

- **Brian Richards**, Interim Associate Director of Respiratory Care, Blood Gas and Pulmonary Function Labs, Cedars Sinai Medical Center
- **Jeff Majdali**, Director of Cardiopulmonary, Children’s Hospital Orange County
- **Dr. Sanjay Vadgama**, Medical Director of the Respiratory Therapy Department and Intensive Care Unit at Valley Presbyterian Hospital
- **Timothy Strom**, Neonatal and Pediatric Respiratory Therapy Manager, UCLA Medical Center

Regional Directors of Employer Engagement



The meeting provided community college faculty from all across Los Angeles County with an opportunity to listen, learn and engage in a conversation with healthcare experts during a time when respiratory therapist are needed more than ever in the effort to provide patient care during COVID-19.



- **OZZIE LOPEZ**

College Participation

8 from **4**
FACULTY **COLLEGES**

East Los Angeles, El Camino (2),
Mt. SAC (4), Santa Monica

Employer Feedback



Thank you for inviting me to participate. It was certainly a step in the right direction relative to discussion about raising the bar for advanced credentialing in Respiratory Therapy. Industry funded scholarships to this end was a great idea.



- **BRIAN RICHARDS**, Interim Associate Director of Respiratory Care, Blood Gas & Pulmonary Function Labs, Cedars Sinai Medical Center



The key to growing the Respiratory Therapy (RT) profession in Los Angeles lies within the community college system and in developing advanced RT programs within the communities. With RTs, Physicians and Community Health Workers working collaboratively, they will be the foundation of healthcare services such as Asthma Centers or Asthma Clinics in underserved areas.



- **TIMOTHY STROM**, Neonatal and Pediatric Respiratory Therapy Manager, UCLA Medical Center:



RESPIRATORY THERAPY

KEY TAKEAWAYS

Workforce Trends

- **Current industry trends are being dominated by COVID-19.** Hospitals are having to adjust in a myriad of ways including their patient admission processes, meeting hiring needs, ability to host students for clinical hours, and new ventilator management strategies.
- There is a steep learning curve for respiratory therapists as things are done differently than even a few months ago. **The most successful respiratory therapists can adapt to new and changing processes.**
- Employers stressed the need for respiratory therapists to care for themselves and the importance of keeping staff as safe as possible.

Workforce Gaps

- Industry representatives recognized community colleges' ability to quickly adapt to hospital needs and encouraged faculty on the call to **explore developing bachelor's degree respiratory therapy programs that include ample clinical work.** One reason for this is the higher education levels of nursing peers in the space who increasingly have four-year degrees. However, in many instances **clinical hours and experience can prove more valuable than degrees.**
- During the pandemic, **clinical hours are a significant challenge.** To bring students into hospitals, there will need to be extra training and testing. It is particularly challenging to limit inadvertent exposures to Covid-19.

Technology and Equipment

- Hiring is a challenge due to the shortage of Personal Protective Equipment. It is proving difficult to maintain enough N-95 masks. Student workers can be a liability issue for hospitals.

- There was a broad consensus that all hires in this field need training, and it was noted that even when coming from hands-on programs, **new workers usually require 4-5 months of additional on-the-job training** to be able to contribute at full capacity. One solution could be an **investment in students' access to simulation labs.** There was a discussion around a **co-investment from multiple colleges to be able to provide advanced mannequins** that can cost up to \$100,000 each.
- Equipment-wise, **the biggest need is ventilators** in both neonatal intensive care and adult critical care.
- **Telehealth is also an increasing trend** that faculty can train their students in. Comfortability working with patients through this medium is a new demand for this workforce.

Talent Pipeline

- Hospitals use travel companies and registries for hiring. Employers suggested colleges explore partnering with them.
- There are **50-100 applicants per job opening** and screening candidates can be difficult. They are seeing many applicants with a bachelor's degree in Health Science and desire to move into respiratory therapy, as well as those in their thirties and forties looking for a second career.
- **Cultural competencies are a key differentiator for applicants,** particularly in chronic disease management..
- **Bilingual workers are in high demand across the medical field,** including in respiratory therapy.
- **Communication skills** are in high demand, and critical to success.
- We need young, motivated future leaders who are not simply looking for a job, but who care **about their community's health.**



WATER AND WASTEWATER TREATMENT AND DISTRIBUTION

■ **DATE/HOST:** May 28, 2020

■ **LOOK BOOK** [Here](#)

■ **INDUSTRY REPRESENTATION**

- **Adrian Hightower**, Education Unit Manager at the Metropolitan Water District of Southern California
- **Eric Gonzales**, Project Manager at Perc Water Corporation
- **Heidi HK Hiraoka**, Chief of Staff of the Water System at the Los Angeles Department of Water and Power
- **Rob Beste**, Assistant General Manager and Chief Operating Officer at the Water Replenishment District
- **Steve Torres**, Water Utility Superintendent with the Los Angeles Department of Water and Power at the Los Angeles Aqueduct Filtration Plant
- **Thomas Wong**, Board President of the San Gabriel Valley Municipal Water District

Regional Directors of Employer Engagement



The Center for a Competitive Workforce and LAEDC’s Construction Industry report and webinar underscored the urgent and continuing need for a qualified workforce across the sector and the large demand/supply gap for qualified workers. Thank you for highlighting the opportunities available to community college students preparing for a certificate or degree in an energy/construction middle-skill career pathway.



- **BRUCE NOBLE**

College Participation

13 *from* **6**
FACULTY **COLLEGES**

Citrus (4), Glendale (3), L.A. Harbor (2), L.A Trade Technical, Mt. SAC, Rio Hondo (2)

Employer Feedback



Thank you for inviting me to participate in the recent Program Advisory Panel. I personally learned much from the experience and hope to foster more communication between the Community Colleges and LADWP to prepare the next generation with the education that will enable them to meet the challenges that the water industry faces.



- **HEIDI HK HIRAOKA**, Chief of Staff of the Water System, L.A. Department of Water and Power



The frank discussions on workforce trends and collaborations fostered by the Regional Water Careers Advisory Meetings help our organization achieve its goal to have a diverse and qualified workforce for the future.



- **ADRIAN HIGHTOWER**, Ph.D., Education Unit Manager, Metropolitan Water District of Southern California



WATER AND WASTEWATER TREATMENT AND DISTRIBUTION

KEY TAKEAWAYS

Industry Workforce Trends

- In the water industry, and particularly in distribution, **there is significant turnover with the older generation of workforce planning to retire over the next five years.** Employers mentioned they are constantly hiring, in some cases at least fifty positions per year, with many opportunities for increases in responsibility and pay.
- As the older workforce retires, it's **an opportunity for others to take on leadership positions on an expedited track.**
- One speaker in the meeting, who himself moved up from starting as a field operator trainee, noted that **the average age of new water treatment operators has increased significantly**—to middle aged folks, whereas previously it was commonly teenagers just out of high school.

Technology, Equipment and Software

- There is a large and increasing **expectation for technological literacy in this workforce.** Even if the job itself does not change, employees need to **adapt to the new tools** being used and updated constantly.
- Most employers in the meeting referenced **SCADA systems (supervisory control and data acquisition) that now operate off phones.** Technology has moved from computers to phones, allowing **real-time data to inform decision making.**

- New technology, including analyzers and monitors, are improving annually so there is a need to update equipment regularly.
- **Strong candidates and workers leverage technology to make decisions and have strong judgement.**

Opportunities to Bridge Knowledge, Talent and Certification Gaps:

- There is a growing need for a computer-savvy workforce, with knowledge of **Microsoft Excel** and comfortability with **software programs.** (Most maintenance programs are now electronic.) Some roles can also present the need to write technical papers and create Microsoft PowerPoint presentations.
- Asset management softwares are used to track plant assets, and **Geographic Information System (GIS) mapping** is used in a myriad of roles.
- For instrumentation roles, candidates need working knowledge of electrical theory and how the programs work (i.e. when measuring, understanding the calculations and why). A strong understanding of **biology and chemistry** is advantageous as well, because those sciences (i.e. chemical reactions) affect the process of the work each day. **Lab experience is a “huge bonus,”** employers expressed.
- Employers were also careful to note that with all the improvements and increases in technology, **there is a new vulnerability that needs to be managed through knowledge of cybersecurity.**



WATER AND WASTEWATER TREATMENT AND DISTRIBUTION

KEY TAKEAWAYS

- Notably, in this line of work, it is challenging and rare to come into an organization at a high level. The industry is designed for folks to move up in their specialty and “start from the bottom.”
- Employers encouraged faculty to tell their students that even when it’s not a requirement, **having certificates provide opportunities to move up** in your career.

Entry-Level Talent

- Employers highlighted the notion that **linear career pathways are a thing of the past**. This industry is now competing with companies like SpaceX for talent, so their recruiting and hiring approach must evolve.
- Representatives from the L.A Department of Water and Power brought attention to their unique hiring process which includes the need for a high score on the Civil Service Exam. To learn more and review the minimum requirements for each opening, visit the City personnel website, here: <http://per.lacity.org>.
- Organizations are seeking to hire and promote candidates with **hands-on experience, an aptitude for mechanical/construction work and tech-savviness**; which create a significant advantage for applicants.

- Highly competitive candidates have a **combination of education and application**. Those in the meeting noted: Wastewater Certifications generally require operational experience whereas water treatment usually does not require that same experience.
- Companies have a strong desire to hire and grow employees that are **proactive and take initiative**. Many skills can be taught on the job, so they’re looking for folks who want to grow and take on new challenges; soft skills make applicants highly competitive.
- There was a clear consensus on **the need for diversity in these careers and a conscious effort to recruit and hire women across the board**.





CLOUD COMPUTING

■ **DATE/HOST:** May 29, 2020

■ **LOOK BOOK** [Here](#)

■ INDUSTRY REPRESENTATION

- **Dan Macftridge**, Global Employer Lead at Amazon Web Services (AWS)
- **Joanne Peterson**, Chief of Human Capital and Development, Los Angeles Metro
- **Kevin Griffin**, Sr. Practice Director of Technology Enablement, Slalom Consulting
- **Manish Bhardia**, Partner at Think AI Corporation
- **Mariana Holliday**, International Program Mgr, AWS Educate Cloud Degree Team
- **Mike Berman**, Principal Program Manager for AWS Educate
- **Myra Roldan**, Lead Technical Curriculum Program Manager, AWS Educate
- **Wendy Pantano**, Sr Technical Recruiter, CDW Integrated Technology Solutions

Regional Directors of Employer Engagement



Thanks to the LAEDC for their support in hosting our first Cloud Regional Advisory meeting. Bringing Industry and Education together to collaborate on industry needs and how education could promote their certifications and pathways for success, and ensure a pipeline of employment opportunities for students. ”

- CHARLOTTE AUGENSTEIN

College Participation

29 from **13**
FACULTY COLLEGES

Cerritos, Citrus, East Los Angeles (2), El Camino (3), Glendale (5), Long Beach (2), L.A Harbor (3), L.A. Mission, L.A. Pierce (2), Mt. SAC (2), Pasadena, Santa Monica (5), West Los Angeles

Employer Feedback



CDW was very honored to be included in this discussion as we rely on these schools to recruit top talent for our workforce. CDW views the relationships with colleges as an imperative component in obtaining candidates with up to date technical skills that will take our customers technology into the future. ”

- **WENDY PANTANO**, Senior Technical Recruiter, CDW Integrated Technology Solutions



We're proud to participate in the kind of intentional collaboration between industry and education that CCW and LAEDC are facilitating. These conversations are critical for our ability to expand and diversify our talent pipeline across the region. ”

- **MIKE BERMAN**, Principal Program Manager for AWS Educate



CLOUD COMPUTING

KEY TAKEAWAYS

Industry Workforce Trends

- There is an increasingly **high demand for Cloud architecture** as companies continue to migrate into the Cloud—a trend accelerated by COVID-19.
- As companies move their processes to the Cloud, they need to hire people with **technical as well as problem solving skills**.
- Successful workers in the Cloud space are able to evaluate internal systems for **Cloud migration strategy** as well as **Cloud systems maintenance**.
- There is demand for talent that understands Cloud and has the imagination to grow in their careers. Companies want to hire those who exhibit a clear desire to keep learning and improving (e.g. getting advanced certificates).
- One new dimension employers are reporting is that non-technical roles in other industries including law, project management, purchasing, and accounting are increasingly needing to understand Cloud basics. **Comfortability with Cloud is becoming a key differentiator in candidates applying to non-technical jobs**. This trend will continue as lawyers utilize Big Data, purchasing needs to understand Cloud elasticity principles, etc.

Technology and the Impacts of Automation

- Highly coveted are basic programming like **C++, C#, Java and database skills like SQL, Oracle and MySQL, and API programming** to ensure workers' ability to execute a project from end to end.

- **Security** is a major concern. Competitive workers can address both Cloud technology and the protection needed with Cloud solutions.
- **Application modernization** is a significant business need that is often included under the umbrella of server migration.
- In response to faculty, employers think the public sector is most in need of migration as an industry, with the challenge of both cost and capability. The current crisis will accelerate that migration process.
- The two most prominent company needs are: **migration strategy and ongoing, secure environment/infrastructure maintenance**.

Opportunities to Bridge Knowledge, Talent and Certification Gaps

- Employers agreed that **combining Cloud skills with soft skills** make a truly strong candidate. Companies want to hire folks who are able to have conversations and work with those who are not tech-savvy.
- **Turning new Cloud data into insights for businesses** is highly desirable.
- Project management skills and certifications are a current gap.
- Industry expressed the challenge of finding candidates who speak the languages of both Cloud and business; encouraging faculty to continue to teach students **communications, leadership and psychology**.



CLOUD COMPUTING

KEY TAKEAWAYS

Entry-Level Talent

- In hiring entry-level talent, employers want nimble, solutions-oriented professionals who can implement change beyond technical abilities.
- Companies are continuing to prioritize **cultural fit, passion, leadership and values in their hiring processes.**
- Industries experiencing high demand for Cloud talent include manufacturing, financial services, logistics, and professional services.
- Google, AWS and Facebook are deliberately **removing four-year degree requirements** for many entry-level roles. AWS is redefining job descriptions to include AWS-approved programs of study as an indicator of value for select roles. Employers believe this trend will grow.
- Employers highlighted the importance of: **commitment to learning** (upskilling and additional certifications), technological curiosity, understanding of the “why” behind tools, and passion for the industry.
- As a reaction to everything going on in the world today, the technology space is thriving. **Organizations are needing to change for their own sustainability and growth**—an incredible opportunity for people in the Cloud Computing workforce who are able to help companies become more nimble, interactive, optimized and secure.





The CCW Approach in Action: PROGRAM YEAR 2019-20

CORNERSTONE 4

Develop Regional Infrastructures with Technology



WORKFORCE AND EDUCATION PARTNER PORTAL

As a way to exploit technology to advance CCW’s goal to help L.A. area community colleges be more demand-driven, industry responsive, future-forward and adaptive in real-time to the needs of industry, the CCW Workforce and Education Partner Portal (CCW Portal) was developed in 2018-19 as the intra-regional relational infrastructure that connects the 19 community colleges to industry work-based learning and job opportunities in real-time. The CCW Portal was built on a Salesforce Community Platform that serves as a clearinghouse for firm-level feedback and other information to manage data collection, input and on-going validation. The CCW Portal provides the following three primary functions:

- Peer-to-peer interaction through the industry-focused community pages
- Employer-direct messaging and engagement for all 19 community colleges
- Student work-based learning and employment application and outcomes tracking

During the 2019-20 program year, 18 of the 19 colleges were successfully onboarded onto the CCW Portal. The CCW Portal on-boarding process included: individualized portal demos; and first-time



and follow-up training sessions with and updates to faculty, and career and strong workforce project staff users, which were increased from 10 to 15 for each college. In addition, the seven Regional Directors for Employer Engagement were added as users to support more seamless regional engagement and coordination. During 2019-20, LAEDC identified over 250 employment and internship opportunities for students and graduates, as well as over 15 industry engagement opportunities for faculty, career center staff, and leadership was provided through the portal.



CORNERSTONE 4

Based on extensive and on-going feedback from college partners and users, several new improvements were made to the CCW Portal were made in 2019-20:

- a. Enhanced the user experience for faculty
- b. Stored Internship data
- c. More detailed Job Descriptions
- d. Listing of Additional Requirements such as skills, coursework, etc.

- e. Track the position fulfillment (how many positions filled, by who, etc.)
- f. Create a mechanism to share internship data to colleges
- g. Ability to search for internships within a certain radius of the college
- h. Ability to search for jobs within a certain radius of the college

B. BIOSCIENCE HUB

Led by a multidisciplinary team that includes CCW, Biocom, the City of Los Angeles and LAEDC, the virtual bioscience hub for the Los Angeles region serves as the world’s “front door” to LA County’s bioscience industry. The hub provides the following:

1. Access real-time data, intelligence and news about the LA region’s bioscience industry
2. Connect directly with industry leaders, entrepreneurs, government officials, job-seekers, and investors
3. View an updated directory of regional events and opportunities to engage with industry leaders
4. Examine a detailed landscape analysis of the industry that captures LA’s numerous bioscience assets and resources in a visual layout
5. Search a database of LA’s most exciting bioscience companies at all stages of development, from preclinical to commercial stage, along with entrepreneurs changing the face of therapeutics, medical devices, and digital technology



6. Find which education and talent development institutions are training our bioscience workforce of today and tomorrow

The team continues to ensure the most up-to-date, accurate and useful information about LA’s growing presence, unique value proposition and distinct productive advantages in the global bioscience sector. Through CCW, relevant community college programs and courses that advance career pathways in bioscience/life sciences occupations are identified and highlighted in the asset map and are listed in the educational pathways so employers, job seekers, and current and prospective students can connect.



CCW COMMUNICATIONS

Throughout the 2019-20 program year, the LAEDC communications team: enhanced CCW website features, added a steady stream of updates and events; designed five new CCW reports and corresponding “highlight” executive summaries, along with the accompanying graphic presentations of those reports on the website; refined CCW branding and messaging to better convey the work and mission of CCW; increased engagement via social media content; and successfully pitched media to generate more “earned media” coverage of CCW.

1. Website outcomes

- a. Added the portal for employer/educator/student engagement to the CCW website.
- b. Designed and posted to the website the updated baseline regional report in late 2019 and 2020 CCW reports on manufacturing, construction, protective services, and information and communications technologies, along with short-form highlights versions and supporting webpage graphics
- c. Implemented website upgrades, including a news feed, events feed, career pathway videos page, regular content additions, a comprehensive index of all CCW-profiled occupations, website search functionality
- d. Developed and posted news content throughout the year including custom video.
- e. Improved homepage design, navigation menus, and “About” section
- f. Posted all CCW meetings in advance and meeting recaps including slides, materials, participants; serves as an archival reference for deans, faculty and other stakeholders

- g. Added the 2018-19 CCW reports: High Growth Occupations, and sector scans for Retail, Hospitality, Transport/Warehousing/Utilities
- h. Added the innovation report, *Community Colleges at a Crossroads*

2. Social Media outcomes

- a. Created a new LinkedIn “Showcase” page for CCW
- b. Posted content to LinkedIn, Twitter, Facebook pages several times per week during the year, to drive engagement, including testing short video content created at events
- c. Designed and utilized new Canva templates for various CCW communications

3. Public Relations outcomes

- a. Announced CCW reports in press release format
- b. Pitched media and editors on new CCW reports and the CCW “model” of engagement
- c. Connected workforce topics to other LAEDC work, such as content and interviews with community college experts to support LAEDC reports, e.g. interview with Long Beach City College to connect to the LAEDC report *Energizing an Ecosystem: The Electric Mobility Revolution in Southern California*
- d. Pitched media on online Community College education during “Safer at Home” policies
- e. Secured media interviews and coverage:
 - i. CAFWD (California Forward): Report: Aligning LA’s available middle skill jobs and worker skills a must



CCW COMMUNICATIONS

- ii. CalMatters: Interviewed Jessica Ku Kim in 6/20 about CCW (coverage pending)
 - iii. EdSource: Interviewed Jessica Ku Kim in 6/20 about CCW (coverage pending)
 - iv. Our Weekly: Over 200,000 high-growth jobs in Los Angeles – reports will guide community college training
 - v. KABC Eyewitness Newsmakers: interview with Bill Allen mentions CCW work and the importance of community colleges
 - vi. KNX Radio: April 29th host Frank Mottek promoted CCW Covid webinar
 - vii. CA FWD (California Forward: What major shifts in manufacturing mean for Workforce Training in Los Angeles Basin
 - viii. California Economic Summit: What shifts in manufacturing mean for workforce training in LA Basin
 - ix. Newsbreak: CCW Report: Information and communications technology and its workforce
 - x. LA County Employment & Homelessness Task Force: Recommendations Overview, page 3, recommend partnering with CCW
- 4. Email marketing campaigns were used consistently to drive attendance at CCW events
 - 5. Additional marketing/communications: Captured photography and videos at CCW events, used to support recaps of meetings



The CCW Approach in Action: PROGRAM YEAR 2019-20

CORNERSTONE 5

Build Work-Based Learning and Employment Opportunities

Engaging industry to provide internship opportunities for community colleges continues to be an “eye opening” experience, as many internship opportunities target high school students on the low-skill end of the continuum and university students on the middle-to high-end along the employment continuum. Point being, very few internship descriptions target community college students.

To overcome these internal biases held major bioscience, advanced transportation and DME firms, which limit their internship programs to four-year students, the LAEDC Business Assistance team used a skills and competency matching approach to reveal how community college students are taught the requisite skills that matched to the competency requirements for the internships. The team identified the relevant programs at the community colleges that teach the competencies sought after by employers within these industries. The team held in-depth discussions with discrete firms, challenging their antediluvian view of the relevancy and proficiency of a community college education in order to secure buy-in from firms and open internships to community college students. The team also used a “diversity and inclusion” approach to appeal to companies’ corporate social responsibility. After several discussion and meetings, several companies acquiesced.

A prime example of a company continuing to invest and partner with the community colleges is Takeda, a patient-focused, values-based, R&D-driven global biopharmaceutical company committed to bringing

better health and a brighter future to people worldwide. After opening up their internships to community colleges and prioritizing referrals from the LAEDC Business Assistance team, CCW coordinated a student and faculty tour at Takeda in November 2019, focusing in three occupational category areas: maintenance; manufacturing; and biology and chemistry laboratory. CCW levered its partnership with Terri Quenzer, CA Community Colleges’ Statewide Director of Employer Engagement for Life Sciences/Biotech, and Wendi Johnston, who leads the Regional Biotech Collaborative, to encourage faculty and students to attend. From the tour, the 31 students and 13 faculty across nine community colleges gained a better understanding of Takeda’s opportunities for graduating students and learned about Takeda’s workforce needs around technical competencies, soft skills, innovation, technology and training. Faculty had a deep dialogue with over 10 Takeda department managers on how to improve curriculum and create a talent pipeline from our region’s community colleges into Takeda.

Social Media outcomes

“ I just wanted to take a minute to thank you for the amazing opportunity of touring Takeda. It was such a pleasure and a great experience. Thank you so much! ”

- **ODET ALFARO**, Chief of Staff of the Water System, L.A. Department of Water and Power



CORNERSTONE 5

“ I want to thank you so much for the amazing opportunity CCW arranged for Community Colleges to build meaningful and productive partnerships with Takeda! It was incredible to have all of the senior management in the room and highly engaged, having the awareness that they have the opportunity to shape the training to help build their own custom workforce! ”

- **TERRI QUENZER**, Statewide Director for Life Sciences/Biotech Workforce and Economic Development, California Community Colleges





The CCW Approach in Action: PROGRAM YEAR 2019-20

CORNERSTONE 6

Engaging Community Stakeholders

CW’s overarching objective is to institutionalize the regional relational infrastructure that is essential to create, sustain and strengthen partnerships between education and industry and, in so doing, increase labor market literacy, reestablish equilibrium between labor market demand and supply, and inculcate regional alignment of strategies, priorities, initiatives and programs to better train, educate and upskill LA County’s labor force for the knowledge-intensive industries that will come to dominate our economic future.

The CCW team is regularly invited to attend and present at local, state, and national workforce development and education meetings and conferences. These presentations at high-profile events were excellent opportunities to widely disseminate the CCW research, collateral, and other materials that promote the 19 colleges to community based youth-serving organizations, education and government leaders, employers, students and parents as well as to raise awareness about the regional initiatives led by CCW on behalf of the 19 colleges in the region and elevate the strategic role of the community colleges here in Los Angeles as the locus of activity for and the “workhorse” of our future talent development system and labor markets.

Select events and meetings to attract additional resources and partners for the community colleges and/or highlight the strategic work of CCW to build further capacity include:

1. LAEDC’s CEO, Bill Allen, met individually with the 19 community college Presidents to understand their vision for strategic industry engagement, curriculum development and data analysis for their individual college and to identify areas in

which CCW can strengthen its regional work for greater local impact.

2. CCW was invited to present the *Community Colleges at a Crossroads Report* findings to the nine LACCD presidents and Chancellor Rodriguez. Representatives from LAEDC and McKinsey & Company attended two separate meetings where the findings were presented and the group spent time identifying and analyzing priorities and implementation strategies.

3. Virginia Rapp, El Camino College and Patricia Ramos, Santa Monica College presented with Stacey Kauffman, SVP/Market Manager, Entercom Sacramento at the 2020 CCCAOE Spring Conference.

4. Richard Verches, CCW Executive Director, was invited to participated in the National Science Foundation’s Future of Work at the Human-Technology Frontier convening of national stakeholders, and to collaborate with the L.A. County Business Federation (BizFed) AntiPoverty Task Force to promote public policy and strategic engagement of business community to partner with community colleges to support students in career exploration and work-readiness opportunities, and the many displaced workers to training for sustainable living wage jobs and careers.

5. Maritza Dubie-Urbe, interim Executive Director of the L.A. County Workforce Development Board and Robert Sainz, Assistant General Manager of L.A. City Economic and Workforce Development Department briefed the CCW Advisory Council on their Covid-19 response efforts and on strategies and opportunities to collaborate with community colleges to support the unprecedented numbers of displaced workers.



CCW: Next Year and Beyond |

Employer engagement is most important and urgent role for CCW as colleges respond to the secondary economic impacts of the pandemic, which have laid bare how fundamentally inequitable our economy has become and exposed our education, talent and workforce systems as truly challenged and disjointed. It has become clear that the platitudinal notion of education being the great economic equalizer for our economically distressed communities and disconnected populations only applies if our education, talent and workforce systems are configured and calibrated to be adaptive to these fast-moving challenges, thus responding to the training, career education and re-skilling needs in real-time and in a way that is industry-driven, future-forward and scalable. Only then are we truly preparing more of our residents for tomorrow's economy, not yesterday's, and greatly improving their stations in life by moving them up the educational attainment and labor market continuums.

Regional business and labor partnerships are essential to meet both the supply and demand sides of this post-COVID-19 economic transformation that embraces dignity, resilience, and equity not as political punchlines, but as categorical socioeconomic imperatives. So as CCW leads its work to adapt our local education, talent development and workforce systems to the future of work in a way that better serves students and dislocated workers, that meets the changing labor market demands of industry in an information-based, global economy, and that addresses the structural and systemic racial, ethnic and income inequities growing more pronounced by the day in our bifurcated and stratified economy, key strategic activities in the upcoming year will include:

- continued collaboration with COE and IAE to **produce research and applied analysis**, and present the findings for the benefit of colleges and workforce development partners in the L.A. region
- Structure, organize and host **industry council meetings** in target industries with firm-participation drawn from businesses of color within LA County's target industries, focusing on faculty engagement and identification of skills, knowledge, abilities and training required for middle-skills jobs and careers
- Structure, coordinate and launch **regional program advisories** to connect colleges with representative firms from target industries for input and review of high-demand career education programs offered by colleges in the region
- Provide **work-based learning opportunities** such as informational company tours, internships, job shadows, information interviews, cooperative education, pre-apprenticeships, apprenticeship readiness, apprenticeships, on-the-job training, and other types of work-based learning.
- Identify a minimum of 100 **paid internships, pre-apprenticeships, and middle skill-level jobs** throughout L.A. County, at least 15 opportunities in each of the three priority industries
- Host **webinars that highlight specific work-based opportunities** that includes details on the company, details of the internship/employment opportunity, key insights on how best to apply, and employer Q&A
- Increase users on and usage of the **CW Portal** as a primary repository for firm-level feedback, data, work-based learning and employment opportunities, faculty engagement, company tours, etc. Provide on-going training and technical assistance to community college users. Manage the **bioscience virtual hub** that connects community colleges with industry to meet their talent needs.



CENTER FOR A COMPETITIVE WORKFORCE

www.competitiveworkforce.LA