
Las Positas College Economic and Workforce Strategic Plan: 2021-2026 Road to Economic and Workforce Success

Report Summary



The WestEd Mission

WestEd is a nonprofit, nonpartisan research, development, and service agency that works with education and other communities to promote excellence, achieve equity, and improve learning for children, youth, and adults.

Purpose of Today's Presentation

Share key insights from
the LPC Economic and
Workforce Strategic
Plan

Key Sections

Workforce Guiding Principles

SWOT Analysis

Labor Market Analysis & Overview

Goals, Strategies, and Performance
Measures

Priority Recommendations

Frameworks Informing the Economic & Workforce Strategic Plan

College Mission, Vision, and Values Statements

Economic Analysis and Profile

Industry & Workforce Stakeholder Interviews & Focus Group

Las Positas Educational Master Plan Review (2015-2020) and (2021-2026)

Chabot-Las Positas Perkins V Comprehensive Local Needs Assessment (CLNA)

2019-2020 Student Equity Plan

Changing Nature of LPC

LPC Data	
37% -- 61%	Full-time vs. Part-time
54% -- 44%	Female vs. Male
36% -- 19%	19 or younger & 20-21 years old

LPC Demographics Data	
32%	White
30%	Latino
18%	Asian-American

Workforce Guiding Principles

- Students develop stackable skills and credentials in a short period of time (i.e., two years or less).
- Certificates, degrees, and short-term training programs are aligned to labor market demand that pays livable wages.
- Increased focus is placed on skills rather than just pathways.
- Sustained and effective engagement with high-demand industries is emphasized, with a strong feedback loop.
- Strong partnerships are developed with the publicly funded workforce system (i.e., Alameda County Workforce Board).
- Supportive/wrap-around services are considered when developing workforce programs.
- Career pathways are mapped with mile markers with returns on investments.
- Communication and outreach target diverse students in different languages through varied communication channels.
- Campus workforce strategies consider equity and specifically reduce racial inequities.
- Lifelong learning is embedded in campus culture.
- The college is positioned as a regional leader in preparing individuals for jobs of the future.
- National best practices from community colleges around the country are incorporated.

SWOT ANALYSIS

Strengths

- **Las Positas College is situated within a diverse community and surrounding cities.**
- The cities that surround Las Positas College have a high college going rate.
- Las Positas College is seen as a tremendous resource in the community by individuals who are aware of its services and programs.
- Las Positas College is in close proximity to Silicon Valley.
- The college is home to the original Vets to Tech program model, a STEM core program that provides veterans with accelerated math and technical training in design, welding, or machining in a cohort-based model, and brings employers to recruit students.
- Las Positas College was able to quickly pivot to online virtual services during the COVID-19 pandemic.
- **The Tri-Valley Career Center, which supports students with career services and other opportunities, is a critical resource for students and the community.**
- **Alameda County Workforce Board's WIOA local plan, which articulates regional priorities, in-demand industries, and strategies to engage underrepresented individuals, complements many of the college's workforce goals.**
- The quarterly labor market reports published by the Alameda County Workforce Board provide relevant and timely labor market information that can inform the college's workforce alignment discussions.

Weaknesses

- **Las Positas College does not have a comprehensive communication or outreach strategy to inform the community, particularly businesses; high income households; and diverse households, of the resources available at the college.**
 - Nontraditional students may not be aware of services such as childcare or disability center at the college.
- Companies may lack awareness of Las Positas College's certificate programs and ability to develop new certificate programs that can meet their workforce needs in high-demand, high-growth industries.
- **Lack of a clear point of contact for businesses to navigate the college's ecosystem, particularly for companies without prior engagement or partnership with the college.**
- Lack of outreach and strategic marketing into earlier educational institutions such as elementary and middle schools.
- Students may lack awareness of and engagement with the college's career services resources to identify work-based learning opportunities.
- **Lack of meaningful partnerships and sustained engagement and collaboration with the publicly funded workforce system.**
- Cities surrounding Las Positas College are becoming increasingly more expensive, particularly for the student demographics Las Positas College serves.

Opportunities

- Alameda County is the number one destination for individuals leaving the San Francisco Bay Area (i.e., potential growth in population).
- Livermore has seen 10% year over year increase in home prices with increases from 74% to 100%, ensuring more equity in homes and growth in wealth/economic prosperity for the region.
- **Increasingly, the region that surrounds the college is filled with people with bachelor's and advanced degrees.**
- More potential for meaningful engagement with employers in need of talent to grow and expand their businesses.
- Increased use of online and virtual supports and services may enable college to innovate and reach more students.
- Reward system for faculty to engage in labs with employers during the summer like at four-year institutions to stay abreast of industry needs.
- **Growth in life science industries and advancement in data analytics and adjacent career pathways for middle-skilled jobs such as technicians.**
- Growth in public sector industries and careers such as teachers, EMTs, and law enforcement.
- Development of new capital projects (~nearly half a billion dollars).
- **Rising student debt may encourage students to explore educational options such as certificate programs and associate degrees.**
- Las Positas College may be nimbler and more open to adopt changes because it is a newer institution.

Threats

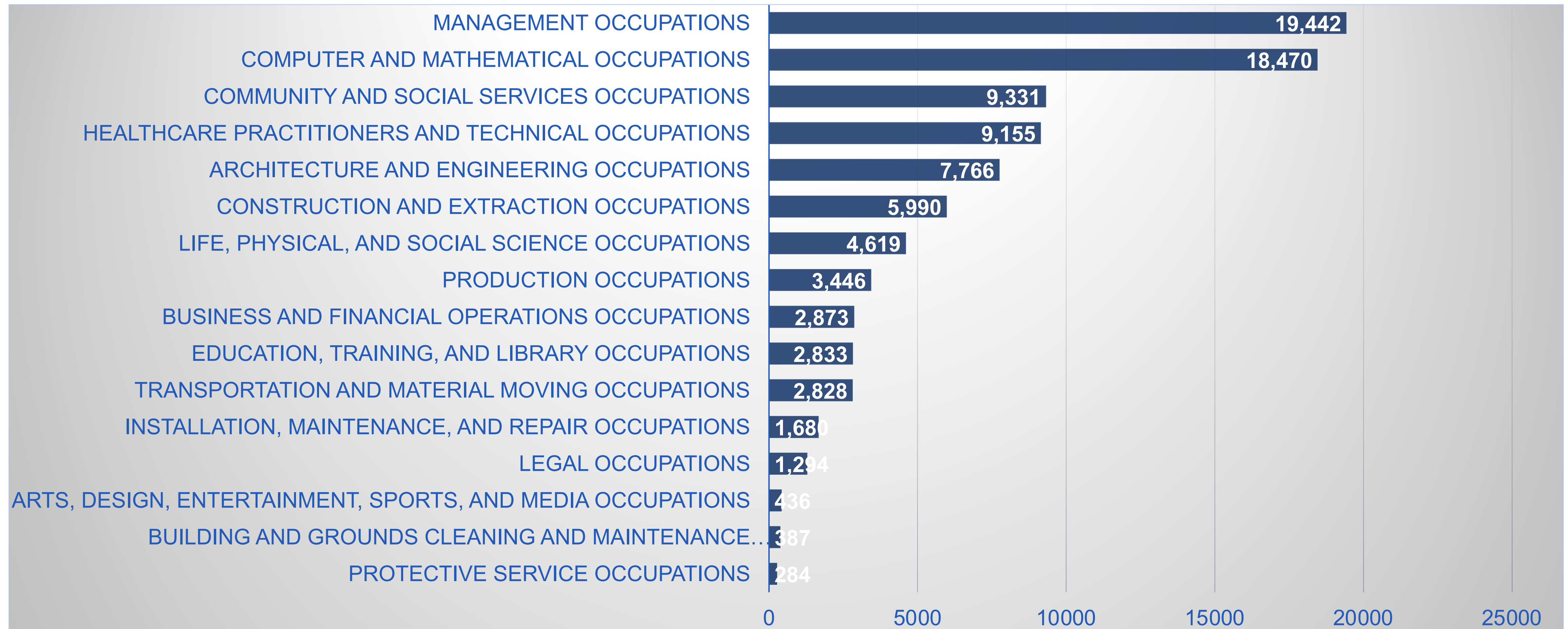
- Labor and talent may leave the Alameda County area as remote work becomes more feasible.
- Evolving technology and technological gaps and barriers between technology/tools used at college with students and those used at work sites.
- **Parents may not be aware of Las Positas College's education quality and feasibility of matriculating to four-year institutions.**
- Perception that a community college is a place for students who cannot get into a four-year institution.
- Short-term decline of hospitality and tourism sector and long-term unemployment of individuals from those sectors because of COVID-19.
- **Unknown changes in the labor market – emerging industries and skills such as automation may become a greater challenge in preparing students for unknown new careers.**
- Lack of robust coordination with various college efforts across departments creates institutional silos.
- **Lack of structured industry engagement process means that engagement often relies on dynamic individuals to develop partnerships; when those individuals leave the college, partnerships, or programs sometimes falter.**
- Changes in student demographics and composition (i.e., age and ethnicity).
- Growing digital divide and disfranchised communities' ability to navigate increasing online and virtual systems.
- Livermore has seen 10% year over year increase in home prices with increases from 74% to 100%, potentially making the area less affordable for the typical resident the college serves and exacerbating economic inequality.

Labor Market Overview & Analysis

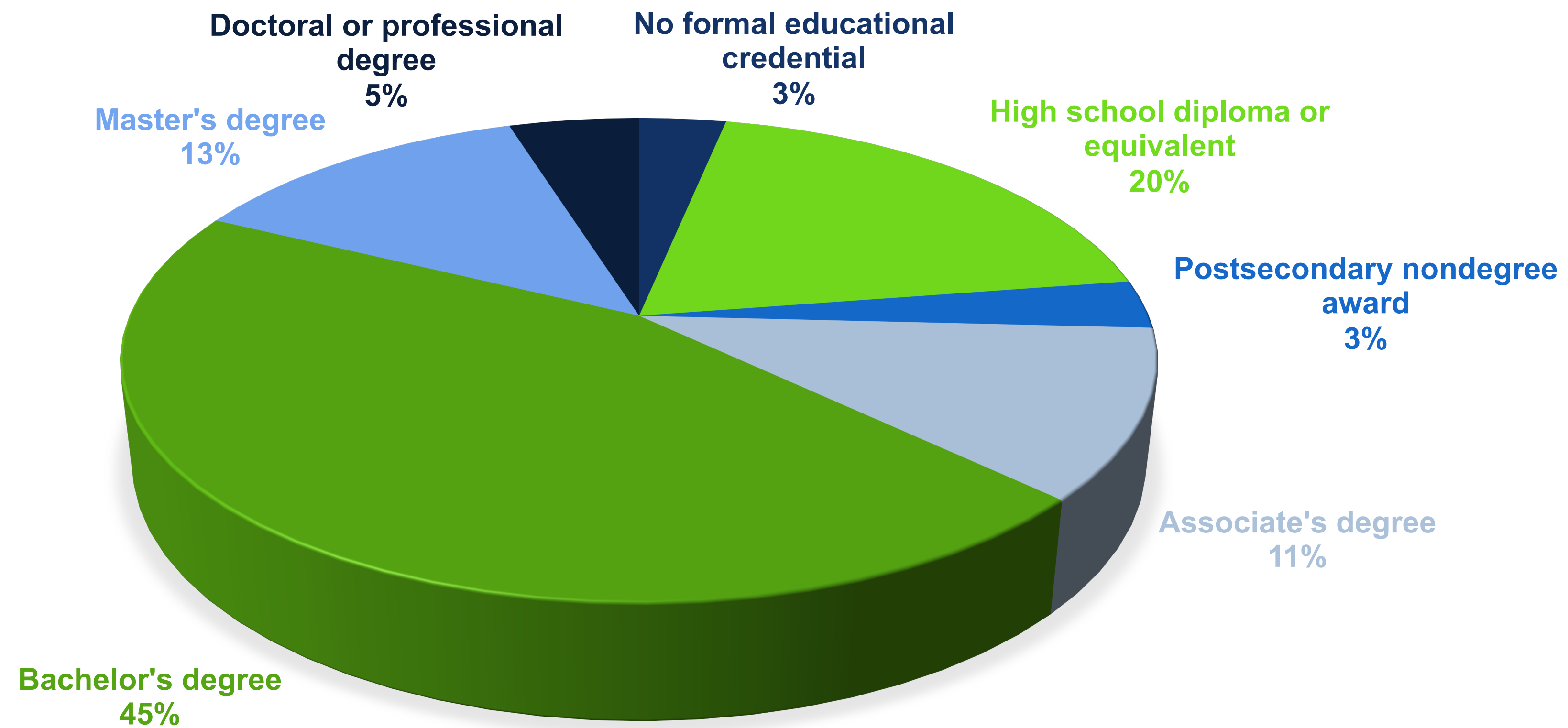
Promising Occupations vs. All Occupations

- More than 40 average annual openings;
- More than five percent growth over the 2018–2023-time period; and
- The occupations meet or exceed \$19 an hour for the median wage.
- Promising Occupations Charts:
 - 1) 2020 jobs;
 - 2) Average annual openings;
 - 3) Typical entry level of education
- Analysis of all occupations in Alameda County
- Charts:
 - 4) 2020 employment for all occupations;
 - 5) All occupations average 2018 - 2023% percent change;
 - 6) 2020 employment for \$19 median hourly wage;
 - 7) \$19 median hourly wage occupations as average 2018-2023 percent change;
 - 8) 2020 employment occupations with \$19+ hourly entry level wage;
 - 9) Average of 2018 - 2023 % change for \$19+ hourly entry level occupations

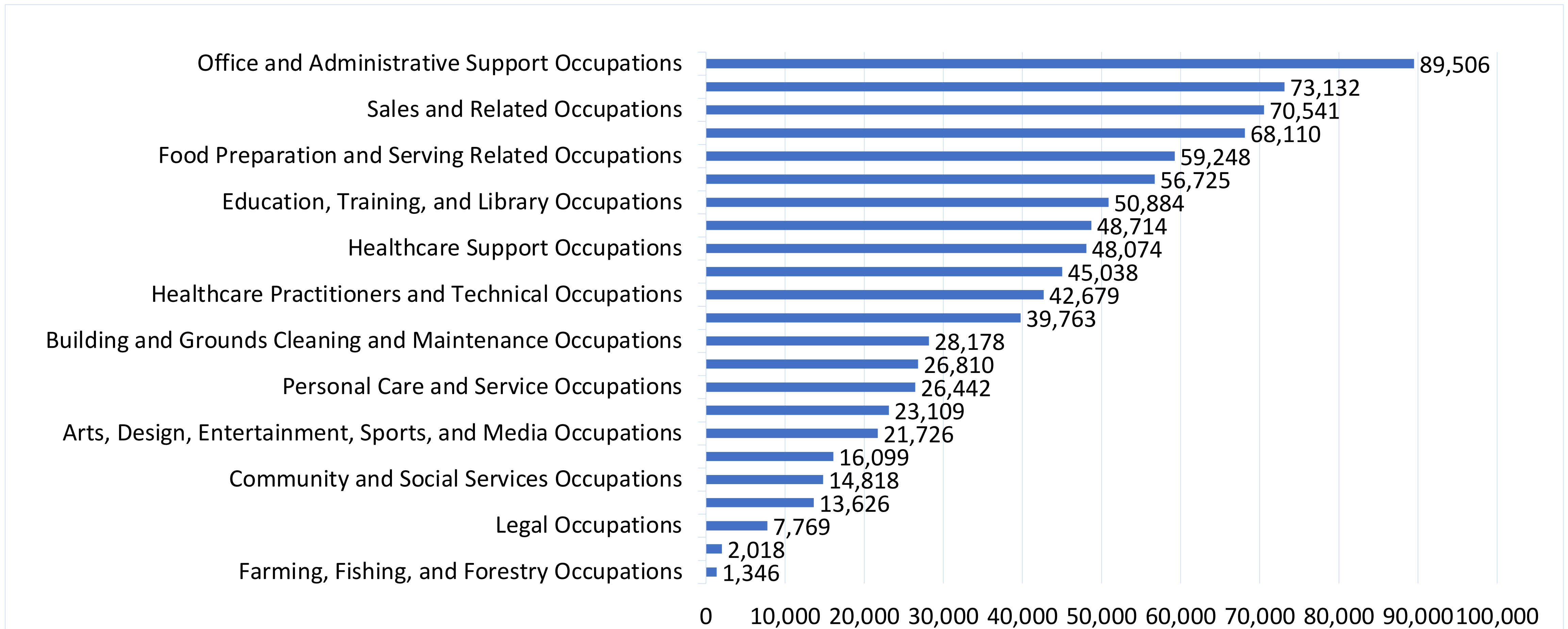
2020 Jobs of Promising Occupations



Promising Occupations for Typical Entry Level of Education



2020 Employment for all occupations



Goals, Strategies, & Performance Indicators

Goals, Strategies, and Performance Measures

Goal 1: Student Support for Workforce Preparation

- Ensure Las Positas College (LPC) students gain the knowledge, skills, and experiences necessary for career readiness and excel in a dynamic, 21st century labor market.

Goal 2: Partnership Development

- Increase collaboration and deepen partnerships with workforce partners that better serve local, regional, national, and global workforce needs and expand resources for workforce programs that benefit career-readiness goals.

Goal 3: Institutional Alignment

- Ensure economic and workforce efforts are consistent with institutional vision and values, aligned to labor-market data, and improve workforce goals.

Goal 4: Community Outreach

- Improve perception of community college amongst students and the community by increasing awareness of LPC's economic and workforce priorities and activities through strategic outreach.

Priority Recommendation

Hire a full-time employer engagement director



INDIVIDUALLY WITH EXPERIENCE WORKING WITH INDUSTRY PROFESSIONALS



HELP EMPLOYERS NAVIGATE THE COLLEGE ECOSYSTEM



CONSIDER CHALLENGES TO ECONOMIC AND WORKFORCE DEVELOPMENT AT LAS POSITAS COLLEGE AND HELP LEAD THE DESIGN OF SYSTEMS AND PROCESSES TO MITIGATE THOSE CHALLENGES



EXAMPLES: ENGAGEMENT OF REGIONAL WORKFORCE AND ECONOMIC PLANS

**Invest in a
strategic,
targeted, and
expansive
outreach and
marketing
strategy**

- **Lack of awareness of LPC programs and services is a consistent theme in interviewing stakeholders**
- **Critical that Las Positas College is not only implementing strategies and programs that add value for students and the community, but that community members, students, and industry professionals are aware of these strategies and programs.**

**Map and evaluate
certificate and
degree programs
and Guided
Pathways meta-
majors for labor
market relevancy
and demand**

- **The mapping and analysis should evaluate all of the institution's certificate and degree programs and Guided Pathways meta majors for alignment with in-demand industries and occupations, and possibly other supply and demand data with cities, workforce boards, and the comprehensive local needs assessment.**
- **Mapping and evaluating its certificate and degree programs will ensure that the college is preparing students for meaningful and relevant opportunities**



Increase work-based learning opportunities for students

- **Work-based learning provides students the best opportunities to develop technical and professional skills that align with labor market needs that employers are calling for**
- **Las Positas College can set work-based learning goals and invest in increasing work-based learning opportunities for all students**
- **Investment in work-based learning should consider challenges and opportunities to employer engagement at the college**
- **Investment should also consider challenges and opportunities to increase collaboration with faculty, particularly those who are successful at infusing work-based learning in their curriculum, so that faculty are in stronger positions to optimize programs so that graduates leave with as much hands-on experience as possible**

Conclusion