



LABOR MARKET ANALYSIS: 1307.30 RESORT AND CLUB MANAGEMENT BACCALAUREATE DEGREE PROGRAM



FOR LABOR MARKET RESEARCH
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INTRODUCTION

The Inland Empire/Desert (IED) Center of Excellence for Labor Market Research (COE) has prepared this report to support the program review process for a community college baccalaureate degree, specifically TOP 1307.30 Resort and Club Management. The report provides an analysis of student outcomes data, employment, and earnings to assess the level of workforce demand in support of this program.

Additionally, the report assesses the labor market demand for the following occupations:

- General and Operations Managers
- Public Relations Managers
- Gambling Managers
- Lodging Managers

The proposed program is structured around the following foundational design elements:

- Management of casino/resort workers
- Management of tribal relations
- Management of government relations
- Hospitality operations

EXECUTIVE SUMMARY

The Inland Empire/Desert Center of Excellence for Labor Market Research prepared this report to provide a labor market analysis of educational supply and occupational demand for above careers in the San Bernardino and Riverside counties. This report aims to determine if a particular occupational group is an appropriate candidate for a community college baccalaureate degree program.

Key Findings:

- Education
 - Two of the four occupations typically require a bachelor's degree for entry-level employment, with the remaining two occupations requiring a high school diploma or equivalent award. The two occupations typically requiring a bachelor's degree account for the vast majority of annual job openings (97%). In the past year, a sizeable number of job postings across the state either required (31.9%) or preferred (41.9%) workers with a bachelor's degree. When taken together, the annual job openings related to occupations which typically require a bachelor's degree (+1,800) and number of job postings requiring or preferring a bachelor's degree (+30%) demonstrate that employers in this occupational group often require new workers to hold a bachelor's degree level of education.
- Wages
 - Statewide: Entry-level hourly wages for job postings for these four casino and resort management occupations from employers requiring a bachelor's degree are 3% higher when compared to those that required an associate degree and 29% higher when compared to those that required a high school diploma or equivalent. Similarly, median wages for job postings from employers requiring a bachelor's degree are 9% higher when compared to those that required an associate degree and 27% higher when compared to those that required a high school diploma or equivalent. This provides evidence that employers will consistently pay higher wages to bachelor's degree holders across their career progression, which is significantly higher at the higher wage percentiles.
 - Regional: Entry level wages for three of the four casino and resort management occupations exceed the self-sufficiency standard target of \$34.35/hour by amounts ranging from \$1 to \$15. However, the remaining occupation is below this standard by \$8. As a percentage of annual job openings, the vast majority of occupations (97%) have entry

level wages above the self-sufficiency standard for the Inland Empire-Desert region. This provides evidence that entry level workers in the field are likely to earn a regional living wage.

- Job Demand
 - Statewide: From Oct 2024 – Sept 2025, there were 3,230 unique job postings for casino and resort management occupations from 352 employers.
 - Statewide: From 2024-2034, there is projected to be an average of 1,868 new and replacement job openings each year; this translates to a projected 10-year increase of 9%. This provides evidence that there will be increasing demand across the state over the next decade.
 - Regional: From 2024-2034, there is projected to be an average of 201 new and replacement job openings each year; this translates to a projected 10-year increase of 14%. This provides evidence that there will be substantial demand across the region over the next decade.
- Supply Gap
 - Based on a projected regional supply of 41 award, and a projected regional demand of 201 annual job openings, there is projected to be a supply gap of 160 workers each year in the Inland Empire/Desert region. This provides evidence that, even with additional supply of workers from this proposed program, there will continue to be unmet demand from regional employers.

STATE DATA ANALYSIS

The following sections analyze labor market data for this casino and resort management occupational group in California to establish the relevancy of the occupation for preparation at the baccalaureate level, to quantify the employer preference (or lack of preference) for bachelor's degree-level workers, and to detail other characteristics employers are considering when hiring for these occupations.

To better understand the statewide job market for professionals entering the field, the report includes 10-year employment projections with expected annual job openings.

Special Note: The purpose of this report is to measure the labor market in California for workers with skills and training related to the casino and resort management field. The occupations included in this grouping would include positions unrelated to this specific field if left unadjusted. Therefore, to appropriately adjust the occupational estimates, this report is using the following methodology:

- Statewide job posting data for all occupations listed above was generated for the past 12 months, unfiltered, with 52,383 total unique job postings.
- Statewide job posting data for all occupations listed above was generated for the past 12 months, filtered to only include postings which are posted by employers which fall under the below list of NAICS codes, with 3,230 total unique job postings.
- The NAICS codes include:
 - o 71321 - Casinos (except Casino Hotels)
 - o 72111 - Hotels (except Casino Hotels) and Motels
 - o 72112 - Casino Hotels
- Using the two totals, it appears that in the past 12 months 3,230 out of 52,383 unique job postings (6.2%) are related to employers in the casino and resort industries.
- This section of the report will use that 6.2% ratio to estimate occupational demand for the listed occupations with the intended skills and training.
- Finally, analysis displayed from job posting data will be generated using the filtered dataset of 3,230 unique postings associated with 352 different employers falling under the above list of NAICS codes, for the period October 2024 through September 2025.

Educational Requirements, Certifications, and Degree Alignment

In an effort to identify the preferred education and training levels for workers in this occupation, Exhibit 1 includes the typical education, work experience, and on-the-job training needed for entry level casino and resort management workers.

EXHIBIT 1. Typical entry-level education and job requirements

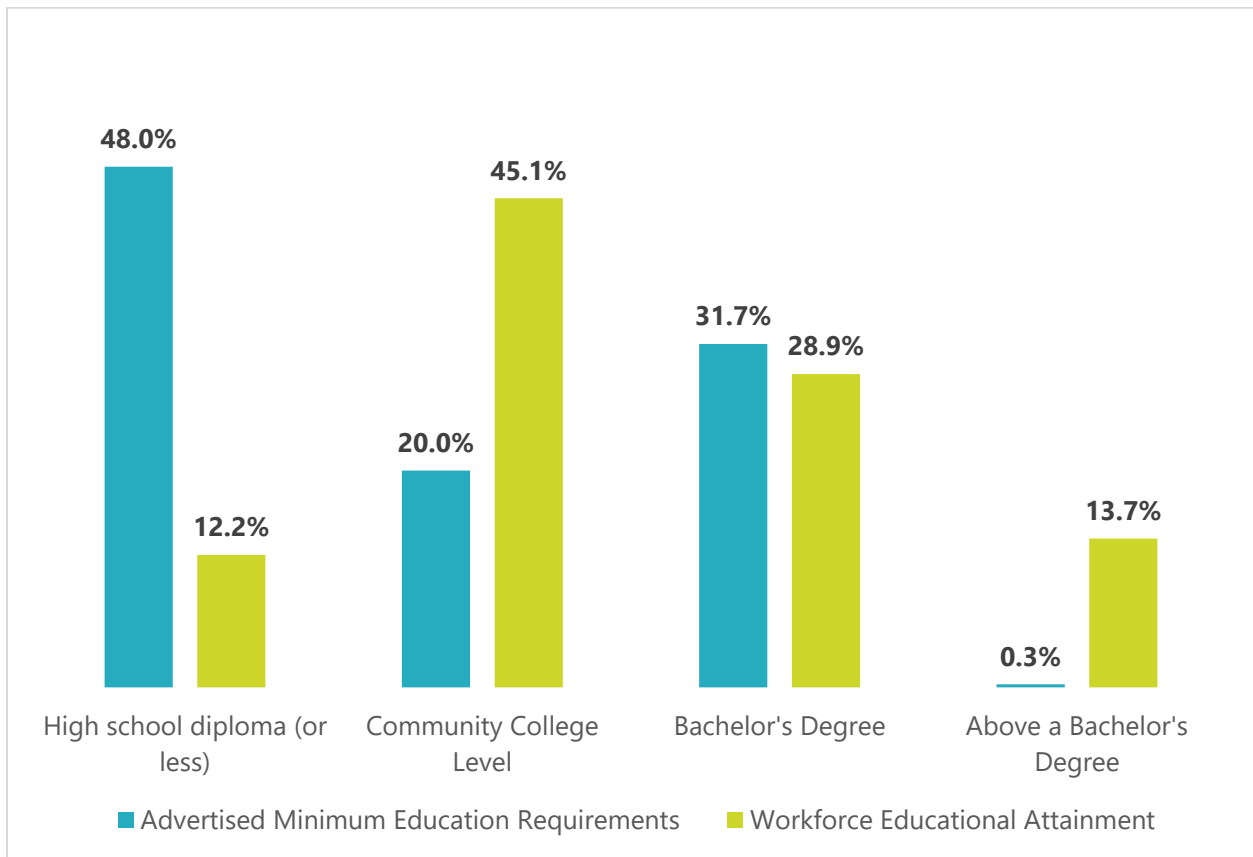
Occupation	SOC	Typical Entry Level Education	Work Experience Required	On-the-job Training Required
General and Operations Managers	11-1021	Bachelor's degree	5 years or more	None
Public Relations Managers	11-2032	Bachelor's degree	5 years or more	None
Gambling Managers	11-9071	High school diploma or equivalent	Less than 5 years	None
Lodging Managers	11-9081	High school diploma or equivalent	Less than 5 years	None

SOURCE: BLS TRAINING AND EDUCATION LEVELS, [HTTPS://WWW.BLS.GOV/EMP/DOCUMENTATION/EDUCATION/TECH.HTM](https://www.bls.gov/emp/documentation/education/tech.htm)

Exhibit 2 compares education attainment for the occupation, which is the highest degree or level of education attained by workers aged 25 or older in casino and resort management positions, against the minimum education requirements aggregated from job postings across California. The minority of workers currently in this occupation (42.6%) have earned a bachelor’s degree or higher, with the largest segment holding a bachelor’s degree (28.9%) and the rest (13.7%) reporting a master’s or doctorate degree. Similarly, a minority (32%) of job postings that specify a minimum education requirement list a bachelor’s degree or above as the minimum qualification.

EXHIBIT 2.

Workforce Education Attainment and Job Posting Minimum Education Requirements, Job Postings from Oct 2024-Sept 2025



SOURCE: LIGHTCAST 2025.4; IPUMS 2022

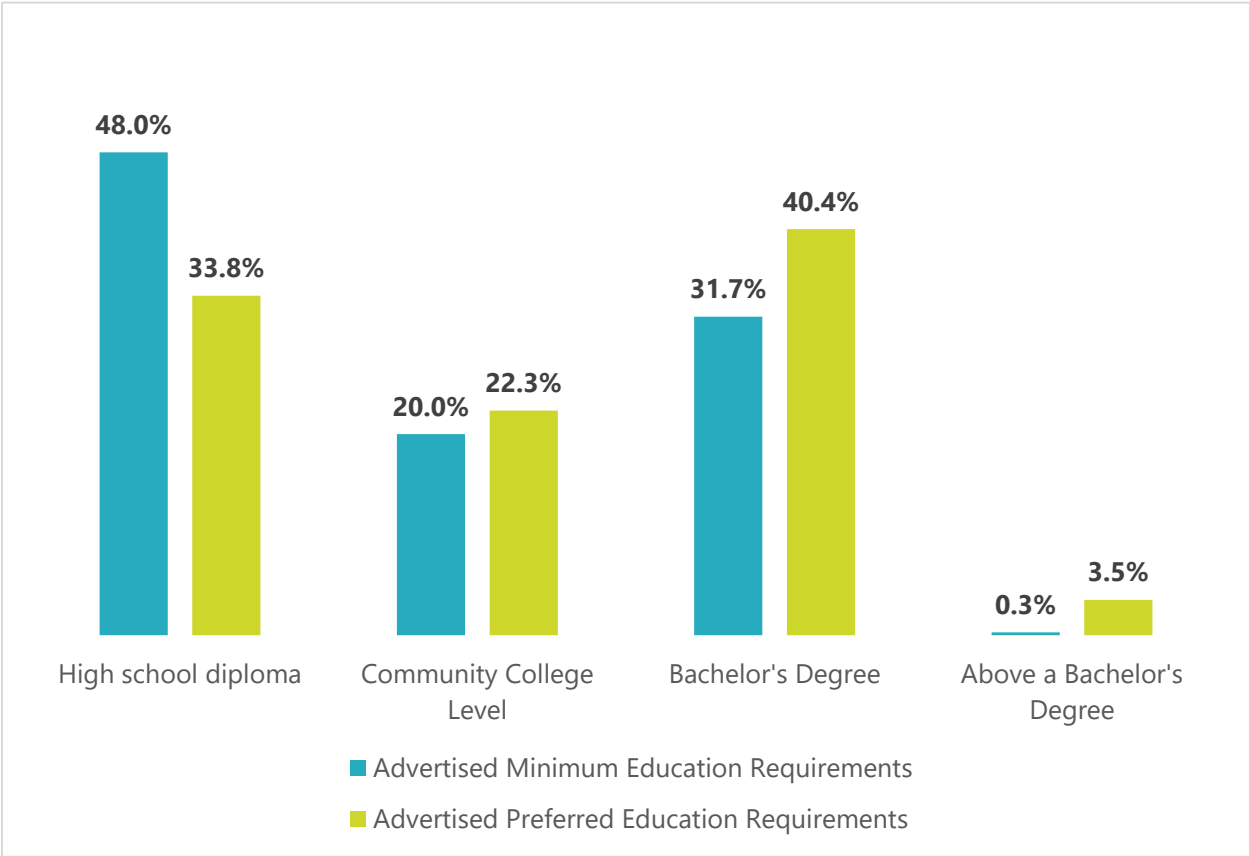
Our analysis indicates no licenses or certifications are required to join the occupations in this occupational group in the state of California.

Preference for Bachelor's Degree Holders

In an effort to establish evidence that employers prefer entry level workers with bachelor's degrees, Exhibit 3 shows the percentage of job postings that have both minimum education requirements and preferred education requirements for candidates for casino and resort management positions. The minority (32%) of job postings with an education requirement listed bachelor's degree or above as the minimum requirement for this occupation in the past 12 months. Similarly, less than half (43.9%) of job postings with an education requirement listed bachelor's degree or above as the preferred requirement for this occupation in the past 12 months.

Two of the four occupations typically require a bachelor’s degree for entry-level employment, while the remaining two require a high school diploma or equivalent award (as shown in Exhibit 2). The majority of job postings over the past 12 months within the state required (68%) or preferred (56.1%) qualifications less than a bachelor’s degree (refer to Exhibit 3), therefore there is little evidence that a bachelor’s degree is consistently required for positions in this group of occupations.

EXHIBIT 3.
Job Postings, Minimum and Preferred Education Requirements, California,
Oct 2024-Sept 2025



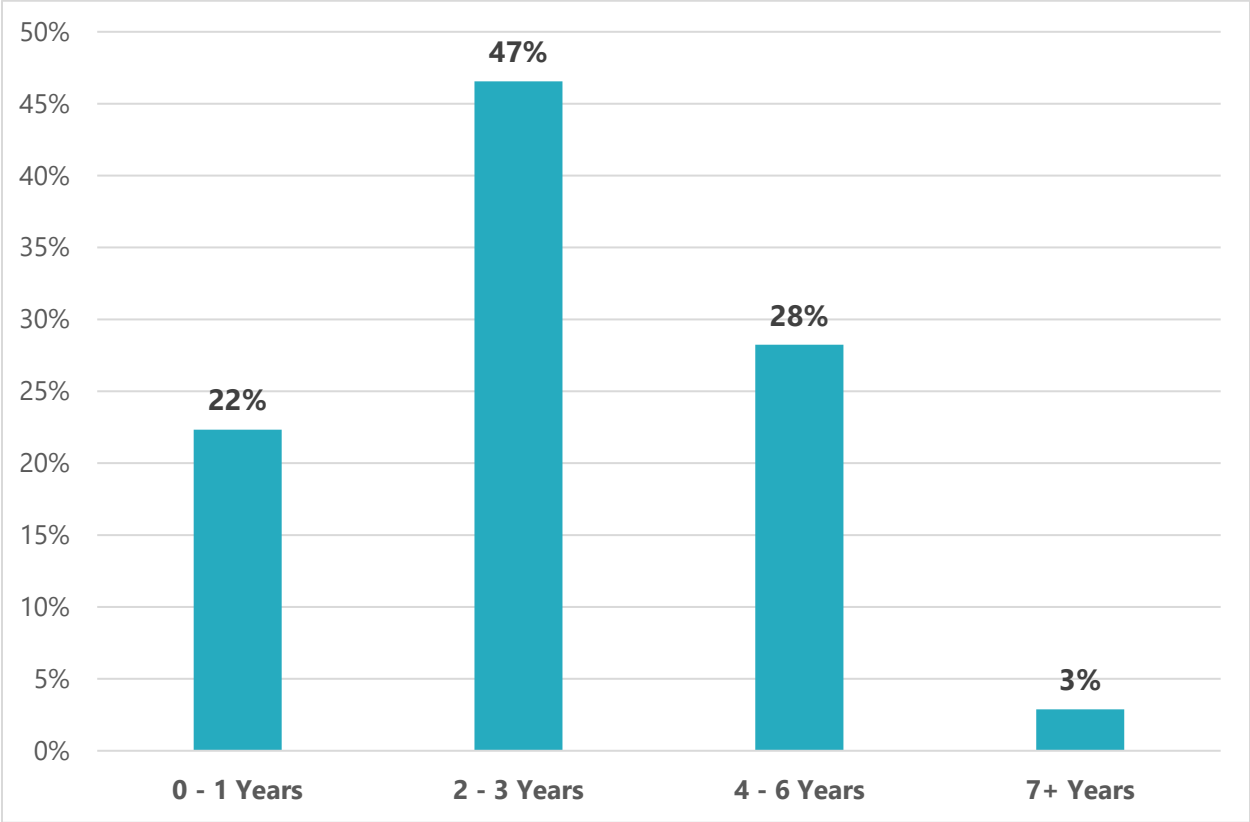
SOURCE: LIGHTCAST 2025.4

Work Experience

In an effort to establish evidence that employers prefer workers with a specific level of previous job experience, Exhibit 4 includes the distribution of minimum work experience requirements advertised in job postings for casino and resort management occupations across California. The largest grouping (47%) of job postings for this occupational group requires a minimum of 2-3 years of previous work experience, while substantially fewer required 0-1 years (22%), 4-6 years (28%), or 7+ years (3%) of previous work experience.

Due to the preference for 2+ years of previous work experience, the majority of this occupational group’s entry level workers should have previous experience in the industry in other related roles to gain employment. Gathering more information from employers on what qualifies as acceptable work experience is recommended.

EXHIBIT 4.
Work Experience Required, Job Posting Data, California, Oct 2024 – Sept 2025



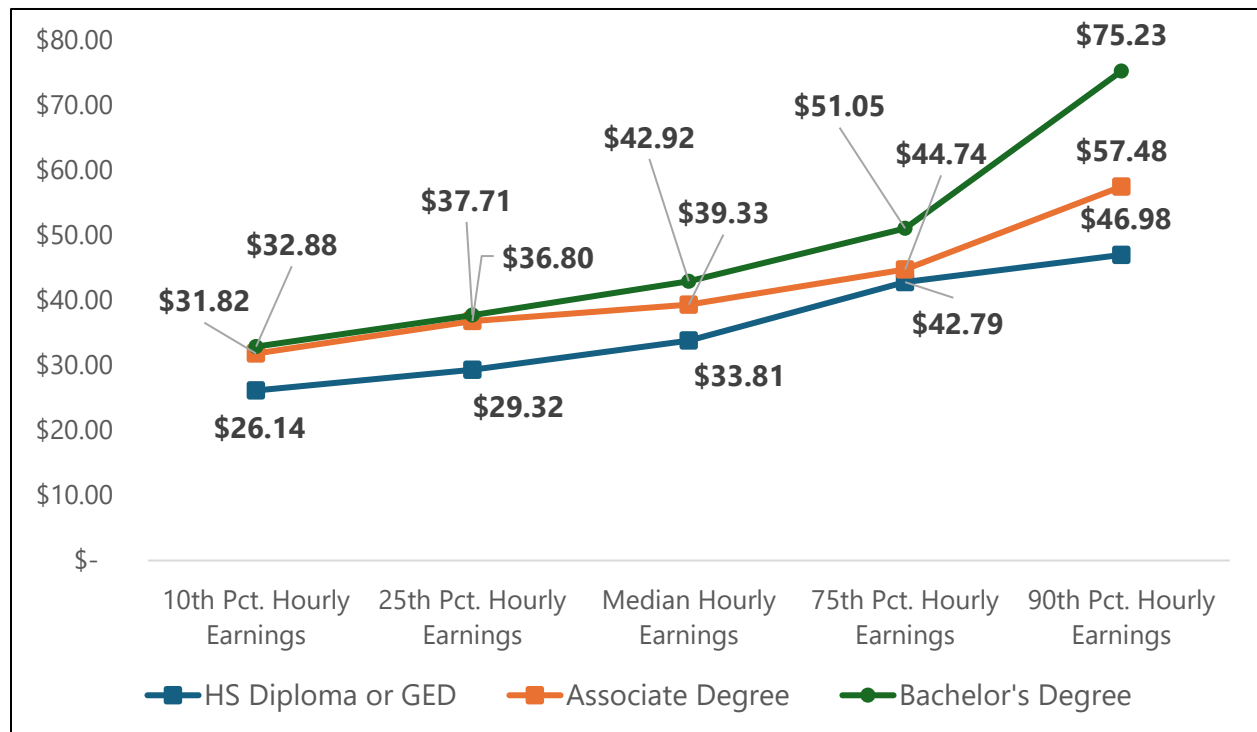
SOURCE: LIGHTCAST 2025.4

Salary Differentials

In an effort to establish evidence that employers offer higher salaries to entry-level workers with a bachelor’s degree, we analyzed 3,230 job ads posted in the state for casino and resort management occupation ads: (a) job postings that require a minimum education requirement of high school diploma and (b) associate degree and (c) bachelor’s degree. Additionally, wages from all four occupations were averaged to generate a single data point for each wage percentile.

Exhibit 5 displays the entry level (25th Pct.) hourly wage advertised in job postings that require a minimum education requirement of high school diploma (\$29.32) and associate degree (\$36.80) and bachelor’s degree (\$37.71) This demonstrates that the advertised entry level wages for job postings are 3% higher for job postings that require a minimum of a bachelor’s degree when compared to entry level wages for job postings that require a minimum of an associate degree and 29% higher when compared to entry level wages for job postings that require a minimum of a high school diploma or GED.

EXHIBIT 5.
 Job Posting Hourly Wages (Averaged Across Occupations),
 Minimum Education Requirements, California, Oct 2024-Sept 2025



SOURCE: LIGHTCAST 2025.4

Employment Outlook

In an effort to establish evidence that this occupation has a positive employment outlook in the state, this section analyzes job demand projection data from 2024-2034. In 2024, California had 20,017 positions for casino and resort management occupations. Projections indicate an increase to 21,829 positions by 2034, as detailed in Exhibit 6. Annually, there is an average of 1,868 new and replacement job openings expected. This represents 9% growth in the number of these roles over the next decade, as illustrated in Exhibit 7.

EXHIBIT 6.

Projected Jobs by Year, California, 2024-2034

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2034
Occupation	Jobs	Jobs	Jobs	Jobs	Jobs	Jobs	Jobs	Jobs	Jobs	Jobs
General and Operations Managers	19,022	19,367	19,644	19,870	20,059	20,149	20,307	20,443	20,558	20,655
Public Relations Managers	603	611	619	625	630	633	638	642	646	649
Gambling Managers	36	37	37	37	37	37	36	36	36	36
Lodging Managers	357	365	372	379	384	388	392	396	400	404
Total	20,017	20,380	20,672	20,910	21,110	21,206	21,374	21,518	21,640	21,743

SOURCE: LIGHTCAST 2025.4

EXHIBIT 7.

Projected Job Growth and Annual Job Openings, California, 2024-2034

Occupation	SOC	2024 Jobs	2034 Jobs	Job Growth	Avg. Annual Job Openings
General and Operations Managers	11-1021	19,022	20,735	9%	1,772
Public Relations Managers	11-2032	603	651	8%	48
Gambling Managers	11-9071	36	36	0%	4
Lodging Managers	11-9081	365	407	14%	44
	Total	20,017	21,829	9%	1,868

SOURCE: LIGHTCAST 2025.4

REGIONAL DATA ANALYSIS

To compare projected demand and program supply, the following section analyzes historical employment trends over the past decade for target occupations in the region, details projected demand through 10-year forecasts, annual average job openings, and the supply of graduates from comparable higher education programs, including projections from new programs. Also included is a comparison of entry-level wages for these occupations with the living wage requirements for both single adults and single parents with one child in the region.

Special Note: The purpose of this report is to measure the labor market in the Inland Empire-Desert region for workers with skills and training related to the casino and resort management field. The occupations included in this grouping would include positions unrelated to this specific field if left unadjusted. Therefore, to appropriately adjust the occupational estimates, this report is using the following methodology:

- Regional job posting data for all occupations listed above was generated for the past 12 months, unfiltered, with 3,692 total unique job postings.
- Statewide job posting data for all occupations listed above was generated for the past 12 months, filtered to only include postings which are posted by employers which fall under the below list of NAICS codes, with 295 total unique job postings.
- The NAICS codes include:
 - o 71321 - Casinos (except Casino Hotels)
 - o 72111 - Hotels (except Casino Hotels) and Motels
 - o 72112 - Casino Hotels
- Using the two totals, it appears that in the past 12 months 295 out of 3,692 unique job postings (8%) are related to employers in the casino and resort industries.
- This section of the report will use that 8% ratio to estimate occupational demand for the listed occupations with the intended skills and training.
- Finally, analysis displayed from job posting data will be generated using the filtered dataset of 295 unique postings associated with 60 different employers falling under the above list of NAICS codes, for the period October 2024 through September 2025.

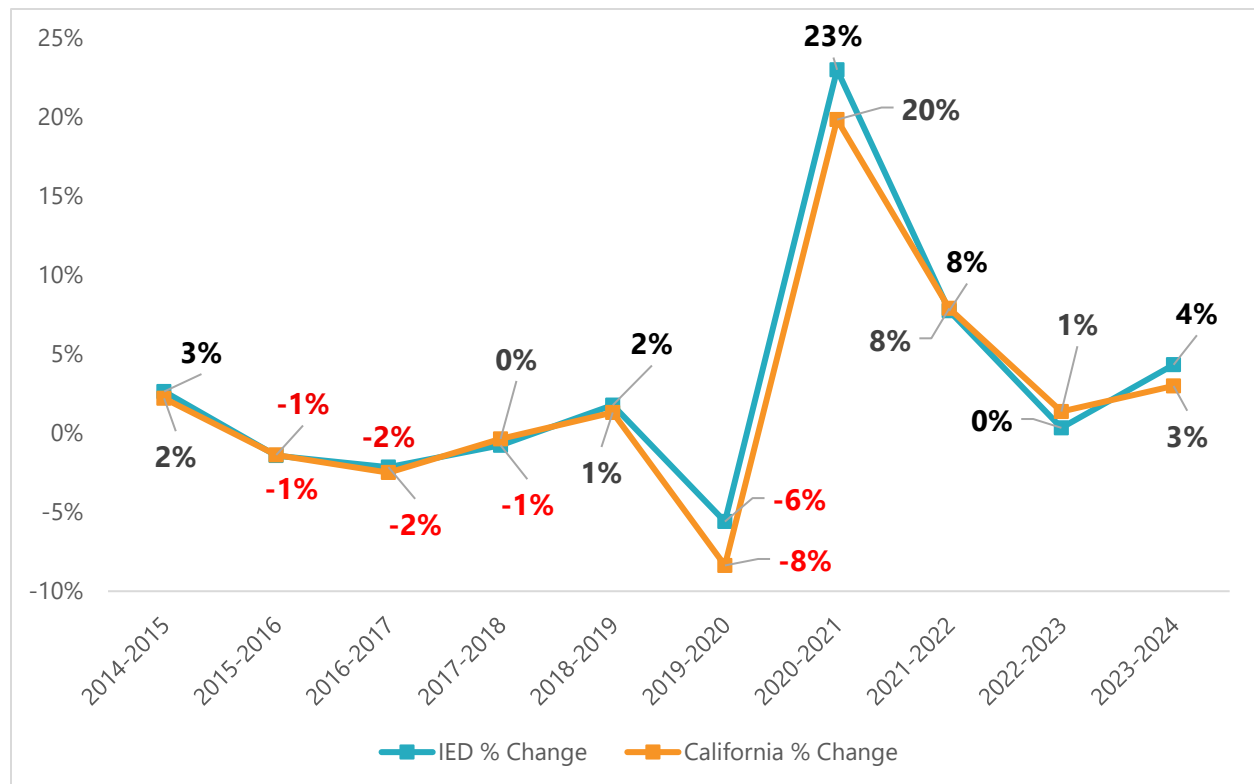
Employment Trends and Projections

In an effort to establish if this occupation has a positive employment outlook in the Inland Empire/Desert region, this section analyzes historic from 2014-2024 and projected employment from 2024-2034.

Exhibit 8 shows the year-over-year job change for casino and resort management occupations in both the Inland Empire–Desert region and California from 2014-2024. This indicates that the growth of this occupational group in both regions has been slightly volatile but shifts in most years appear to align directionally between the two datasets, with both California and the IED region seeing negative growth during several years over the past decade but ultimately showing total positive growth. As shown in Exhibit 9, in 2014, there were 1,532 jobs for casino and resort management occupations in the IED region as compared to 2,007 jobs in 2024. This represents a 31% increase in the number of jobs in the region over the period, while California saw a 23% increase. Since 2014, this group of occupations has seen an annual growth rate of 3% on average.

EXHIBIT 8.

Historical Job Percent Change by Year, Casino and Resort Management Occupations, Inland Empire-Desert Region and California, 2014-2024



SOURCE: LIGHTCAST 2025.4

EXHIBIT 9.

Historical Employment, Inland Empire-Desert Region and California, 2014-2024

Occupation	SOC	Region	2014 Jobs	2024 Jobs	Job Growth
General and Operations Managers	11-1021	IE/D	1,476	1,930	31%
		CALIFORNIA	15,604	18,987	22%
Public Relations Managers	11-2032	IE/D	15	29	93%
		CALIFORNIA	328	603	84%
Gambling Managers	29-2043	IE/D	7	7	0%
		CALIFORNIA	25	36	46%
Lodging Managers	11-9081	IE/D	34	41	21%
		CALIFORNIA	349	357	2%
		IE/D	1,532	2,007	31%
All Occupations Combined		CALIFORNIA	16,306	20,017	23%

SOURCE: LIGHTCAST 2025.4

Exhibit 10 displays the projected job demand for this occupation in comparison to the projected supply of graduates from similar programs in the region. In 2024, there were 2,007 jobs for casino and resort management occupations in the region, with projections indicating an increase to 2,277 jobs by 2034, a 14% increase, as shown in Exhibit 11.

EXHIBIT 10.

Projected Jobs by Year, Inland Empire-Desert Region, 2024-2034

Occupation	2024 Jobs	2025 Jobs	2026 Jobs	2027 Jobs	2028 Jobs	2029 Jobs	2030 Jobs	2031 Jobs	2032 Jobs	2034 Jobs
General and Operations Managers	1,930	1,980	2,021	2,055	2,083	2,098	2,122	2,143	2,160	2,176
Public Relations Managers	29	30	31	31	32	32	33	33	34	34
Gambling Managers	7	7	7	7	7	7	7	7	7	7
Lodging Managers	41	42	43	44	44	45	45	45	46	46
Total	2,007	2,060	2,102	2,137	2,167	2,182	2,207	2,229	2,247	2,263

SOURCE: LIGHTCAST 2025.4

EXHIBIT 11.

Projected Job Growth and Annual Job Openings, Inland Empire-Desert Region, 2024-2034

Occupation	SOC	2024 Jobs	2034 Jobs	Job Growth	Avg. Annual Job Openings
General and Operations Managers	11-1021	1,930	2,189	13%	192
Public Relations Managers	11-2032	29	34	17%	3
Gambling Managers	11-9071	7	8	14%	1
Lodging Managers	11-9081	41	46	12%	5
Total		2,007	2,277	14%	201

SOURCE: LIGHTCAST 2025.4

Exhibit 11 displays an expected average of 201 new and replacement job openings annually, representing a 14% increase over the next decade which is equivalent to the statewide growth of 9% for the same timeframe.

Occupational Wages

To determine if entry level wages for this occupation meet or exceed a self-sufficiency standard in the Inland Empire/Desert region, this section compares occupation wage estimates against the regional self-sufficiency standard. Exhibit 12 displays the hourly earnings by quartile for the casino and resort management occupations and compares those to the UW Self-Sufficiency Standard for the IE/D against a variety of family-size scenarios. However, the primary self-sufficiency benchmark includes one adult and one school-age child, \$34.35¹. This can be compared to the 25th percentile hourly earnings, which are generally considered entry level wages for an occupation.

When compared against the self-sufficiency standard, an adult and one school-age child, the entry level wages for three of the four occupations are above the target (\$34.35) by almost \$1-\$15. However, the remaining occupation (Lodging Managers) has entry level wages \$8 below this standard. This denotes that this occupational field is well positioned to provide a self-sustaining wage for new entrants to the field.

EXHIBIT 12.

Occupational Wage Estimates, Inland Empire-Desert Region, 2024-2034

Occupation	25% Hourly Wages	50% Hourly Wages	Hourly Self-Sufficiency Standard				
			Adult Only	Adult + Infant	Adult + Preschool Child	Adult + School-age Child	Adult + teen
General and Operations Managers	\$35.56	\$50.14					
Public Relations Managers	\$49.58	\$63.70	\$20.76	\$38.88	\$36.10	\$34.35	\$27.66
Gambling Managers	\$38.76	\$45.60					
Lodging Managers	\$26.38	\$34.97					

SOURCE: LIGHTCAST 2025.4

¹ The [UW self-sufficiency standard](#) is currently used by the CCCC and COE; the self-sufficiency standard was last updated by UW in 2024. UW estimates the living wage for an adult with one school-age child living in 2024 is \$34.35 in Riverside County and \$33.50 in San Bernadino County. The higher of the two is used to determine the single standard, \$34.35.

Projected Supply

To project the supply of workers in this occupation for the Inland Empire/Desert region, this section analyzes past student award data, using the most recent data available for each dataset, for related programs combined with anticipated awards from proposed new programs. The CIP codes were chosen based on the CCCCCO TOP-CIP crosswalk.

Exhibit 13 displays student completions for any Resort and Club Management (TOP 1307.30) programs over the last three academic years (2021-2024). In the previous three academic years, one regional community college issued an average of 1 award in a relevant program.

EXHIBIT 13.

Community College Program Awards, Inland Empire-Desert Region, AY 2021-2024

TOP Code & Program Title	College	Avg. Annual Awards
1307.30 – Resort and Club Management	Riverside	1

SOURCE: MIS DATAMART

No student completions were found for related programs – Casino Management (CIP 52.0908); Resort Management (CIP 52.0906); Casino Operations and Services, General (CIP 12.0601) – over the last three academic years (2020-2023).

To project the number of awards that may come from programs potentially offered in the region, we include the following assumptions:

1. College(s) would continue to confer awards based on the average annual baccalaureate degree awards amount as shown in Exhibit 13.
2. The proposed program would be offered at a single community college within academic year 2026-2027.

Exhibit 14 displays the total projected supply with current average awards and a potential bachelor's degree program in TOP 1307.30 Casino and Resort Management. In future years there are projected to be 41 awards across existing community college programs, existing non-community college programs, and a class of regional BA program graduates.

EXHIBIT 14.

CCC Award Data, Projected Total Awards, Inland Empire-Desert Region, 2026-2027

TOP Code & Program Title	Program Type	Avg. Annual Awards
1307.30 – Resort and Club Management	Existing CCC Programs	1
	Projected BA Program	40
Total:		41

SOURCE: MIS DATAMART

Appendix: Methodology and Sources

Exhibit 13 displays the average annual California Community College (CCC) awards conferred during the three academic years between 2021 and 2024 from the California Community Colleges Chancellor's Office Management Information Systems (MIS) Data Mart. Awards are the combined total during the timeframe, divided by three in this case to calculate an annual average. This is being done to minimize the effect of atypical variations that might be present in a single year.

Type of Data	Source
Occupational Projections, Wages, and Job Postings	<p>Traditional labor market information data is sourced from Lightcast, a labor market analytics firm. Lightcast occupational employment data are based on final Lightcast industry data and final Lightcast staffing patterns. Wage estimates are based on Occupational Employment. https://lightcast.io/</p> <p>The job posting data is collected from scraping online job boards such as LinkedIn, Indeed, Glassdoor and many others. The process Lightcast uses to assemble this data does have some limitations due to methods that recruitment professionals sometimes use (e.g., posting one job to fill multiple positions). For example, the number of jobs posted is not necessarily the same as the number of job vacancies. While not perfect, Lightcast leverages machine learning and other AI technologies to enrich, deduplicate and aggregate this information to make it a meaningful dataset.</p>
Self-Sufficiency Standard	<p>Center for Women's Welfare, University of Washington. (2024). The self-sufficiency standard for California 2024. http://www.selfsufficiencystandard.org/.</p> <p>This calculation measures the income necessary for an individual of family to afford basic expenses. The data assesses the cost of housing, food, childcare, health care, transportation, and taxes.</p>
Typical Education and Training Requirements, and Educational Attainment	<p>The Bureau of Labor Statistics (BLS) provides information about education and training requirements for hundreds of occupations. BLS uses a system to assign categories for entry-level education, work experience in a related occupation, and typical on-the-job training to each occupation for which BLS publishes projections data. For more information, see https://www.bls.gov/emp/documentation/education/tech.htm</p>

Educational Supply

The CCCCCO Data Mart provides information about students, courses, student services, outcomes and faculty and staff. For more information, see: <https://datamart.cccco.edu>
The National Center for Education Statistics (NCES) Integrated Postsecondary Integrated Data System (IPEDS) collects data on the number of postsecondary awards earned (completions). For more information, see <https://nces.ed.gov/ipeds/use-the-data/survey-components/7/completions>

IPUMS USA

Steven Ruggles, Sarah Flood, Matthew Sobek, Daniel Backman, Annie Chen, Grace Cooper, Stephanie Richards, Renae Rodgers, and Megan Schouweiler. IPUMS USA: Version 15.0 [dataset]. Minneapolis, MN: IPUMS, 2024.
<https://doi.org/10.18128/D010.V15.0>. Available at [IPUMS USA](#)