

SPRING 2026

AI Practitioner

Shannon Moran

Center of Excellence for Labor Market Research

Inland Empire / Desert

IEDRC Faculty Retreat | May 2026

FOR LABOR MARKET
RESEARCH
INLAND EMPIRE /
DESERT



Team

Who We Are



Centers of Excellence for Labor Market Research (COE) – Inland Empire/Desert | Hosted by Riverside City College District



Shannon Moran
COE Director



Christopher Cruzcosa
Sr. Research Analyst



Paul Vaccher
Research Analyst

“I really don’t know anything a college student can bring to my team that Claude can’t do.”

— Molly Kinder, Senior Fellow, Brookings Institution | New York Times, April 2026

“This is potentially an industrial revolution-scale event, if not more.”

Alex Imas | Univ. of Chicago Economist

“I don’t think it’s going to be decades this time.”

Erik Brynjolfsson | Stanford Digital Economy Lab

AI could eliminate 50% of entry-level white-collar jobs within years.

Dario Amodei | CEO, Anthropic

The Numbers Are Big. The Nuance Is Bigger.

170M

New AI focused roles created globally by 2030

World Economic Forum, 2025

92M

Roles displaced globally by 2030

World Economic Forum, 2025

=

+78M

Net new jobs. AI creates more than it destroys

World Economic Forum, 2025

39%

Of core job skills will change by 2030

World Economic Forum, 2025

50-55%

Of U.S. jobs will be reshaped, not eliminated, within 3 years

BCG, April 2026

“Full-scale replacement is much, much slower because the implementation is harder. Augmentation and reshaping of jobs is happening much, much faster.”

— Boston Consulting Group, April 2026

Tech Ready. Employers Aren't. Workers Are on Their Own.

THE TECH

18%

of global work activity are potentially automatable by AI today.

THE EMPLOYERS

~13%

of companies have AI fully integrated into core workflows.

THE WORKERS

75%

of knowledge workers already use AI, often without employer approval.

The workers are running ahead of their employers. That changes everything.

The Employer Paradox.

13%

Companies have AI agents integrated into core workflows

Fully deployed, embedded in how work actually gets done.

56%

Using AI experimentally; in pilots or under supervision

Active interest, early stages, but not yet reshaping jobs.

31%

Have not implemented AI agents in any form

The same technology, sitting on the shelf.

“Technology may make certain tasks automatable, but whether that potential translates into real changes to jobs depends on strategic choices: how companies redesign roles, invest in skills, and deploy AI alongside human workers.”

Lightcast, "The AI Displacement Delusion," April 2026

The Workers Who Move First, Win.

A large red downward-pointing arrow followed by the text "6%".

WORKERS AGES 22–25

Employment in high-AI-exposure roles

A large green upward-pointing arrow followed by the text "6-12%".

WORKERS AGES 30+

Employment in the exact same roles

Same occupation. Same AI exposure. Opposite outcomes.

Depth of experience is the differentiator.

Two Forces. One Opportunity.

MARKET CONVERGENCE

The sector converges.

Industry forces collide. The worker adapts or is left behind.

SKILL CONVERGENCE

The worker converges.

No mandate. No permission required. The initiative, and the advantage belong to them.

Both paths lead to the same kind of worker.

The Pattern Is Everywhere.

BUSINESS / OPERATIONS

TIME SAVED

4 hrs → 20 min

*Status-update synthesis, now the
department standard.*

TRANSPORTATION & LOGISTICS

TIME SAVED

2 hrs → 20 min

*Dispatcher now runs the daily
standup.*

IT SUPPORT

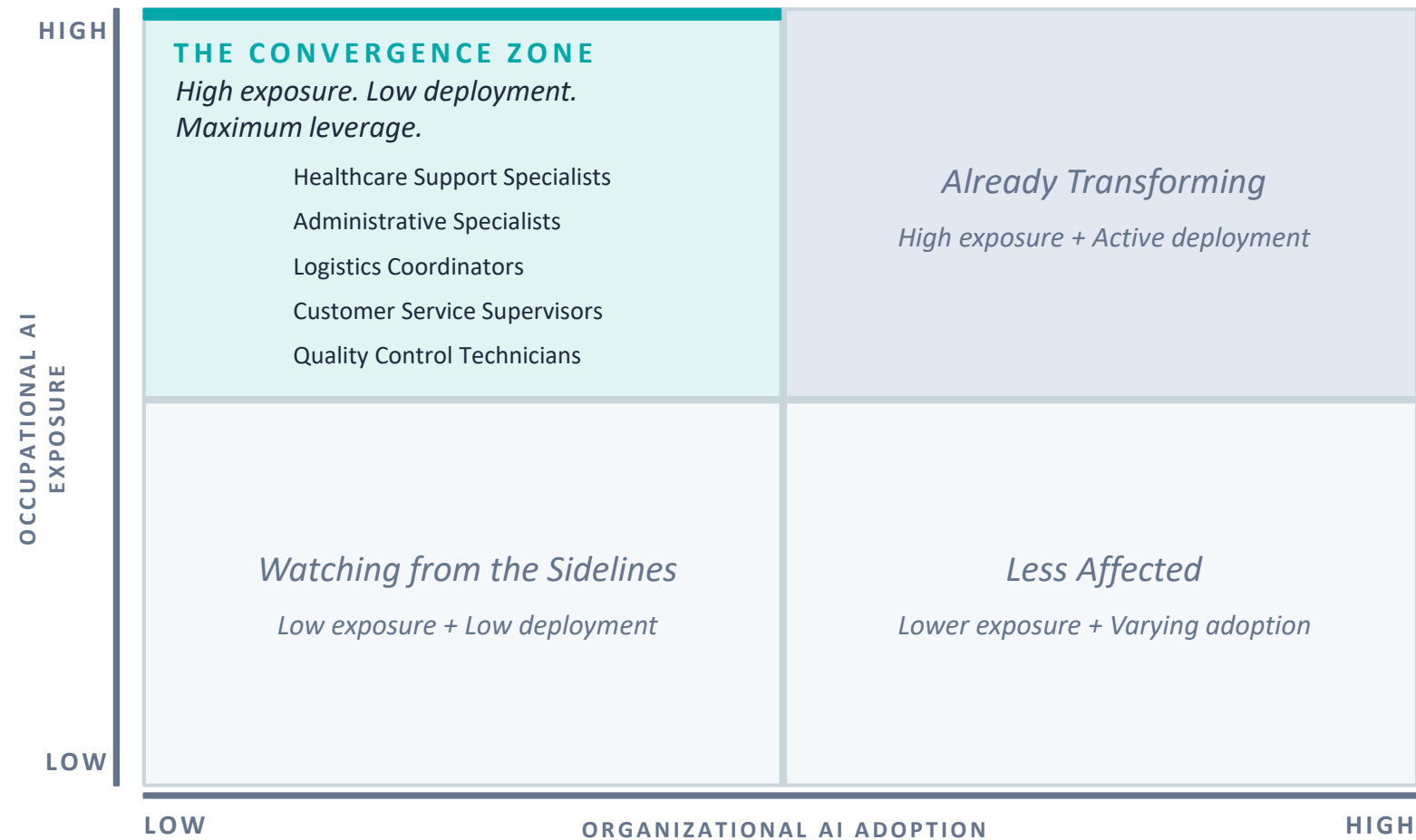
RESOLUTION TIME

Hours → Min.

*Prompt library shared across the
team.*

These workers didn't wait for permission.

High Exposure. Low Adoption. That's the Opportunity.



87%

of U.S. companies haven't fully integrated AI.

The gap between what AI can do and what organizations have deployed is widest in the Convergence Zone.

BCG, 2025 | U.S. AI deployment survey

Sources: Lightcast Job Postings Data, Q1 2026; AI skill requirements as a share of total postings, Inland Empire region
Felten, Edward, Manav Raj, and Robert Seamans. "Occupational, Industry, and Geographic Exposure to Artificial Intelligence

The AI Practitioner.

A worker who brings domain expertise and AI fluency together, not to replace colleagues, but to bridge the gap between what their organization needs and what the technology can deliver.

DOMAIN DEPTH

AI FLUENCY

THE BRIDGE

What does this advantage actually look like in the Inland Empire?

1.2%. And Climbing.

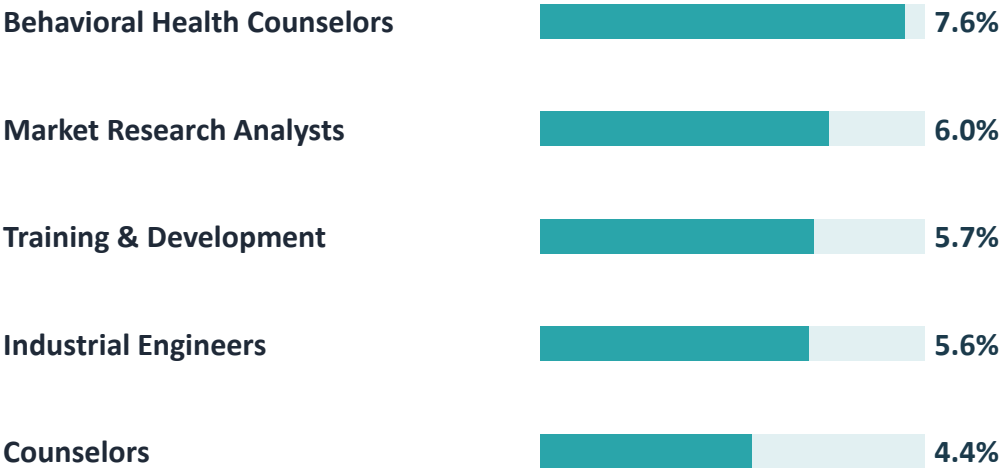
1.2%

of Inland Empire job postings explicitly required an AI skill last year.

4,337 postings across 933 employers — March 2025 to March 2026.

WHERE THE SIGNAL IS STRONGEST IN THE IE

% of IE postings citing AI skills (Q1 2026)



These aren't software jobs.

A starting point. Not a ceiling.

What Early Movers Actually Do.

- 01 **They bring AI outputs to the company.**
- 02 **They build for their team, not just themselves.**
- 03 **They become the person that colleagues ask first.**
- 04 **They stay grounded in the work.**

Curiosity. Depth. Willingness to go first.

The Practitioner Doesn't Emerge on Their Own.

Three areas we can focus on

1

FOUNDATIONAL SKILLS

Keep Teaching What Makes Humans Irreplaceable.

Critical thinking. Communication. Contextual judgment. These are not AI problems; they are human problems. They matter most precisely when the tool makes a mistake or produces something that looks right but isn't. The domain knowledge stays primary.

2

AI FLUENCY

Enable Students to Work Alongside AI.

Prompt practice. Output evaluation. Use-case connection. Not a separate AI course, an integrated layer on top of work they're already doing. Show them how AI can amplify the skills they're building, not replace the discipline behind them.

3

CURIOSITY

Make Curiosity the Default.

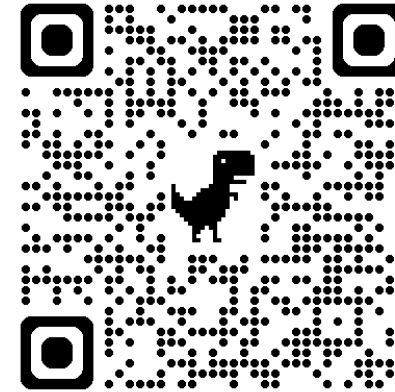
The workers navigating AI well didn't start with a certification. They started with a question. Students who leave your program seeing AI as something to engage with, rather than something happening to them, carry a durable advantage. You don't have to be the expert. You have to be the person who points toward it..

The next AI Practitioner
is in your classroom.

How To Contact Us

NEXT COE EVENTS/PRESENTATIONS

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To find all COE publications

<https://coeccc.net/region/inland-empire-desert/>



FOR LABOR MARKET RESEARCH
INLAND EMPIRE/DESERT

Sources: AI & Labor Market Projections

This guide compiles the research and data sources referenced throughout the session. Each entry includes an AP-style citation, a brief summary of key findings, and a direct link. Sources are organized by theme. All data claims in this presentation trace to one or more of these sources.

Casselman, Ben, et al. "Economists Once Dismissed the AI Job Threat. Not Anymore." The New York Times, April 3, 2026.

This New York Times analysis documents a notable shift in economic consensus: labor economists who previously treated AI job displacement concerns as overstated are now publishing research showing measurable impacts in specific occupational categories. The article synthesizes recent payroll and employment data, citing Stanford's Brynjolfsson lab findings on younger workers in high-AI-exposure roles, and references U.S. Census Bureau Business Trends data showing that nearly 1 in 5 U.S. businesses reported using AI in their operations in recent weeks. A useful framing piece for audiences skeptical of AI's near-term labor market effects. **Link:** [nytimes.com, Economists Once Dismissed the AI Job Threat](https://www.nytimes.com/2026/04/03/economy/ai-job-threat-economists.html)

World Economic Forum. "Future of Jobs Report 2025." World Economic Forum, January 2025.

The WEF's flagship jobs report projects that 170 million new roles will be created globally by 2030 while approximately 92 million are displaced, a net positive, but only for workers who acquire the right skills. The report identifies AI and robotics as the leading drivers of labor market transformation and finds that 77% of employers plan to upskill their existing workforce within the next five years. Critically, 39% of core skills across all occupations are expected to change in that window, making continuous learning a structural requirement rather than a competitive advantage.

Link: [weforum.org, Future of Jobs Report 2025](https://www.weforum.org/publications/future-of-jobs-report-2025)

BCG. "AI at Work: Momentum Builds but Gaps Remain." Boston Consulting Group, 2025.

This BCG study documents accelerating AI adoption at the organizational level and maps where implementation gaps persist. Key finding for workforce educators: 87% of companies surveyed have not yet fully integrated AI into their primary workflows, while 50–55% of U.S. jobs are expected to be substantially reshaped within three years. The report identifies a three-tier deployment landscape, leaders (13%), followers (56%), and laggards (31%), and finds that early-mover advantage is accruing faster than most organizations anticipated.

Link: [bcg.com, AI at Work 2025](https://www.bcg.com/publications/ai-at-work-2025)

Sources: AI & Labor Market Projections

Goldman Sachs. "How Will AI Affect the US Labor Market?" Goldman Sachs Insights, 2024.

Goldman Sachs economists estimate that AI could automate tasks equivalent to 300 million full-time jobs globally, while simultaneously creating new roles and raising productivity in ways that would expand overall economic output. The report is notable for its nuance: it distinguishes between task automation (which affects most jobs partially) and job elimination (which affects far fewer) and argues that labor demand effects from AI-driven growth may offset displacement in aggregate, though distribution effects will be highly unequal across income levels and geographies. Link: [goldmansachs.com, How Will AI Affect the US Labor Market](https://www.goldmansachs.com/insights/pages/how-will-ai-affect-the-us-labor-market)

Brynjolfsson, Erik, et al. "Canaries in the Coal Mine: Generative AI and the Earnings and Employment of Early-Exposed Workers." Stanford Digital Economy Lab, November 2025.

Using ADP Research payroll microdata covering millions of workers, this Stanford study identifies early signs of AI's distributional effects on employment. Workers aged 22–25 in high-AI-exposure occupations saw employment decline by approximately 6%, while workers aged 30 and older in the same roles saw employment rise 6–12%. The authors interpret this as evidence that AI is complementing experienced workers who have accumulated domain knowledge and institutional context while substituting for entry-level workers performing more routine cognitive tasks, a finding with direct implications for community college workforce preparation. Link: [digitaleconomy.stanford.edu, Canaries in the Coal Mine](https://digitaleconomy.stanford.edu/canaries-in-the-coal-mine)

Anthropic. "Labor Market Impacts of AI." Anthropic Research, 2024.

Anthropic's internal research team analyzed patterns of Claude usage across professional contexts to identify which occupational task categories are most frequently augmented by generative AI in practice. The research documents which skill categories are most affected, including writing, analysis, coding, and research synthesis, and identifies patterns of human-AI task division that differ meaningfully from both optimistic and pessimistic projections in the economics literature. This source is relevant for framing which human capabilities remain irreplaceable even under high AI adoption. Link: [anthropic.com, Labor Market Impacts](https://www.anthropic.com/research/labor-market-impacts)

Sources: AI & Labor Market Projections

Siddiqui, Sabrina. "Dario Amodei: AI Could Eliminate 50% of Entry-Level White-Collar Jobs." Axios, May 28, 2025.

Anthropic CEO Dario Amodei warned in a May 2025 interview that AI could eliminate as many as half of all entry-level white-collar jobs within the coming years, particularly in roles that involve document processing, routine analysis, and administrative coordination. The projection is more aggressive than most academic estimates and reflects Amodei's view that AI capability is advancing faster than workforce adaptation systems. For community college educators, the finding underscores the urgency of preparing students for roles that require the kind of domain depth and human judgment that entry-level task automation cannot replace. Link: [axios.com, Dario Amodei AI Jobs Warning](https://www.axios.com/dario-amodei-ai-jobs-warning)

Jones, Andrew. "Microsoft Slashes 6,000 Jobs as It Clears the Way for AI Investments." Euronews Business, May 14, 2025.

Microsoft announced a reduction of approximately 6,000 employees in May 2025, framed explicitly as a reallocation of resources toward AI product development and infrastructure. The layoffs followed the company's disclosure that AI tools were now generating approximately 30% of its own codebase. The Microsoft case is frequently cited in AI workforce discussions because it illustrates a pattern distinct from prior tech layoffs: headcount reduction that is explicitly linked to AI capability replacing specific job functions, rather than economic slowdown or strategic repositioning. Link: [euronews.com, Microsoft Layoffs 2025](https://www.euronews.com/microsoft-layoffs-2025)

Sources: AI & Labor Market Projections

U.S. Census Bureau. "Business Trends and Outlook Survey (BTOS)." U.S. Department of Commerce, ongoing.

The Census Bureau's Business Trends and Outlook Survey is a high-frequency, nationally representative survey of U.S. businesses covering AI adoption alongside other operational indicators. Recent BTOS data show that approximately 1 in 5 U.S. businesses reported using AI in the two weeks prior to the survey, a figure that represents a meaningful baseline for current organizational AI deployment and is substantially higher than estimates from longer-lag surveys. The BTOS is a primary source for near-real-time tracking of AI adoption in the U.S. economy. Link: [census.gov, Business Trends and Outlook Survey](https://www.census.gov/business-trends-and-outlook-survey)

Felten, Edward, Manav Raj, and Robert Seamans. "Occupational, Industry, and Geographic Exposure to Artificial Intelligence: A Novel Dataset and Its Potential Uses." *Strategic Management Journal*, vol. 42, no. 12, 2021, pp. 2195–2217.

This paper introduces the AI Occupational Exposure (AIOE) index, the most widely cited academic framework for measuring how much AI can affect a given occupation based on its underlying tasks. The authors matched O*NET task data — the federal government's detailed breakdown of what workers actually do in each occupation — against documented AI capabilities across ten ability categories (image recognition, language modeling, pattern detection, etc.) to produce a standardized exposure score for hundreds of occupations. Their findings show that high-exposure occupations are not limited to technical or developer roles; administrative support, healthcare support, customer service, logistics coordination, and quality control functions all score high on the index, primarily because their tasks involve information processing, pattern matching, documentation, and structured communication — all areas where AI capability is now well established. The AIOE index provides the occupational exposure dimension of the Convergence Zone framework: when combined with regional job postings data showing low AI skill requirements in these same occupations (Lightcast Q1 2026), it establishes that the gap between what AI can do and what employers are asking for is widest exactly where the Inland Empire workforce is most concentrated.

Link: papers.ssrn.com — Felten, Raj & Seamans, AI Occupational Exposure Index

Sources: AI Practitioner: Worker-Level Adoption Patterns

Microsoft and LinkedIn. "AI at Work Is Here. Now Comes the Hard Part." 2024 Work Trend Index Annual Report. Microsoft, 2024.

This joint Microsoft/LinkedIn survey of 31,000 workers across 31 countries is one of the largest studies of AI adoption in professional settings. Key findings: 75% of knowledge workers now use AI tools at work, with usage having nearly doubled in a six-month period. Critically, 78% of AI users report bringing their own AI tools to work without employer approval, a signal that individual workers are moving faster than organizational policy. The report introduces the concept of the "AI power user" who both benefits personally from AI and actively helps colleagues adopt it, a behavioral profile central to the AI Practitioner framework. Link: [microsoft.com, 2024 Work Trend Index](https://microsoft.com/worktrends)

Krouse, Sarah, and Te-Ping Chen. "These AI Power Users Are Impressing Bosses and Leaving Co-Workers in the Dust." The Wall Street Journal, November 2025.

This Wall Street Journal investigation profiles workers across multiple sectors who have self-initiated AI adoption and are now recognized by employers as disproportionately productive contributors. The reporting documents the behavioral pattern at the center of the AI Practitioner concept: workers who combine domain expertise with AI fluency, and who specifically translate AI capabilities for their teams rather than hoarding efficiency gains. The article is particularly relevant for illustrating the Business/Operations and IT Support examples discussed in this presentation and provides qualitative evidence for the population-level trends documented in McKinsey and Microsoft survey data. Link: [wsj.com, AI Power Users](https://www.wsj.com/articles/ai-power-users)

McKinsey & Company. "Superagency in the Workplace: Empowering People to Work with AI." McKinsey & Company, 2025.

This McKinsey report documents a significant gap between actual employee AI use and leader awareness: 13% of employees report daily AI use, while executives estimate only 4% of their workforce uses AI regularly. The authors term this phenomenon the "visibility gap" and argue it creates a structural risk for organizations, early-mover workers develop AI skills and productivity advantages their managers don't recognize or reward, while organizations underinvest in AI training because they believe adoption is lower than it actually is. For workforce educators, the finding suggests that AI fluency development is already happening informally and that formalizing it through curriculum creates a measurable advantage. Link: [mckinsey.com, Superagency in the Workplace](https://mckinsey.com/workplace)

Sources: AI Practitioner: Worker-Level Adoption Patterns

McKinsey & Company. "From Promising to Productive: Real Results from Gen AI in Services." McKinsey & Company, 2024.

This McKinsey study documents quantified outcomes from generative AI implementation in service and support roles, including IT help desk, customer service, and operations functions. Key findings: AI assistance reduced average handling time by 10%, increased customer satisfaction scores by 20%, and most notably, the productivity gains were largest among workers who were already knowledgeable about the work (domain-experienced) rather than those with formal AI training. The study is directly relevant to the IT Support sector example in this presentation and provides documented evidence for the Domain Depth + AI Fluency combination at the core of the AI Practitioner model. Link: mckinsey.com, [From Promising to Productive](#)

McKinsey & Company. "The AI Transformation Manifesto." McKinsey & Company, 2024.

This McKinsey strategy brief outlines organizational steps for scaling AI from pilot projects to enterprise-wide deployment, and in doing so documents what separates organizations that successfully scale AI from those that stall. A consistent finding: the constraint is rarely technical; it is the availability of workers who can bridge AI capabilities and business workflows, the translation function. The brief argues that building internal AI champions at the team and department level is more effective than top-down AI mandates, a finding that directly supports the community college role in developing AI Practitioners who serve as change agents in their organizations. Link: mckinsey.com, [The AI Transformation Manifesto](#)

ADP Research Institute. "Yes, AI Is Affecting Employment. Here's the Data." ADP Research, 2024.

ADP Research analyzed payroll and employment data across its large employer client base to identify early measurable effects of AI on labor demand. The study finds sector-specific displacement beginning to appear in data-entry, claims processing, and routine administrative roles, while simultaneously documenting strong demand growth for workers who can manage, verify, and contextualize AI outputs. This source complements the Stanford Brynjolfsson findings with employer-side payroll data and is notable for grounding AI workforce projections in actual hiring and separation records rather than survey self-reports. Link: adpresearch.com, [Yes, AI Is Affecting Employment](#)

ADP Research Institute. "Workers and AI: Awareness, Expectations, and Adaptation." ADP Research, June 2024.

This ADP worker survey, conducted in June 2024, found that 85% of employees believe AI will affect their job within the next year, a significantly shorter horizon than earlier surveys suggested. The findings are particularly notable among workers in healthcare support, administrative, and customer-facing roles, where AI exposure is high but organizational deployment has been slow. The survey documents growing worker awareness and a desire for employer-provided guidance that exceeds current offering, pointing to a preparation gap that workforce development systems are positioned to address. Link: mcknightsseniorliving.com, [ADP Worker AI Survey, June 2024](#)

Sources: Workforce Development, Education & Curriculum Implications

Brookings Institution. "How AI May Reshape Career Pathways to Better Jobs." The Brookings Institution, 2024.

This Brookings analysis examines whether AI-driven labor market changes create new pathways into middle-skill and higher-wage employment or primarily accelerate wage polarization. The researchers find evidence for both: AI is enabling some workers without four-year degrees to perform tasks previously requiring advanced credentials, particularly when they combine domain expertise with AI fluency, while simultaneously removing entry points for workers who lack either technical or domain knowledge. The report argues that community colleges and workforce training programs are uniquely positioned to serve as bridges into the roles being created, particularly in healthcare, logistics, and administrative services. Link: [brookings.edu, How AI May Reshape Career Pathways](https://www.brookings.edu/research/how-ai-may-reshape-career-pathways-to-better-jobs/)

Institute for the Future. "Three Horizons of AI-Enabled Work and Workers." IFTF, 2024.

The Institute for the Future's three-horizons framework maps AI's impact on work across near-term (automation of discrete tasks), mid-term (restructuring of job roles and organizational processes), and long-term (emergence of new work categories not yet named). For workforce educators, the framework's most actionable insight is its middle horizon: the period, which the authors believe is already underway, in which job roles are being disaggregated and reassembled, creating demand for workers who can navigate hybrid human-AI workflows. The IFTF argues this transition period, not the long-term steady state, is when workforce preparation systems must act. Link: [iftf.org, Three Horizons of AI-Enabled Work](https://www.iftf.org/publications/three-horizons-of-ai-enabled-work/)

Magrini, Elena. "The AI Displacement Delusion." Lightcast, April 2, 2026.

Lightcast labor economist Elena Magrini argues that most AI displacement narratives focus on the wrong time horizon and misread the labor market signal. Her central finding: preparation beats prediction. Organizations and workers who build AI fluency now, before the demand curve fully materializes, capture disproportionate advantage when it does. Magrini examines historical labor market transitions (electrification, computerization, internet adoption) to argue that the workers and institutions who fare best are those who treat emerging technology inflection points as starting lines, not finish lines. This piece provides the intellectual grounding for the presentation's closing argument. Link: [lightcast.io, The AI Displacement Delusion](https://www.lightcast.io/blog/the-ai-displacement-delusion/)

Sources: Workforce Development, Education & Curriculum Implications

Lightcast. "Job Architecture Is the Yellow Brick Road." Lightcast, 2024.

This Lightcast report examines how AI is changing the internal architecture of jobs, not eliminating roles wholesale, but disaggregating them into component skills and reassembling them in new configurations. The analysis shows that understanding which skills within a role are AI-automatable versus AI-complementary is essential for designing training and credentialing programs that remain relevant. Lightcast's job architecture framework, applied to its postings database, identifies which skill combinations are gaining value most rapidly, with AI fluency consistently emerging as a multiplier on domain-specific expertise rather than a standalone credential. Link: lightcast.io, [Job Architecture Is the Yellow Brick Road](#)

Lightcast. "Tech for Non-Tech Workers: AI Skills Are Spreading Beyond IT." Lightcast, 2024.

This Lightcast analysis documents the spread of AI skill requirements beyond technology occupations into healthcare, business operations, education, and trades. The key finding: the growth rate of AI skill mentions in job postings is highest not in software development roles (where AI has long been present) but in occupations like project management, administrative coordination, and field services, roles that represent the core of community college career preparation. The report provides empirical grounding for the argument that AI fluency is becoming a cross-sector competency rather than a specialized technical credential. Link: lightcast.io, [Tech for Non-Tech Workers](#)

Google Cloud and Ivy Tech Community College. "AI Early Warning System Case Study." Google Cloud, 2024.

Ivy Tech Community College (Indiana), the largest single-campus community college in the United States, deployed an AI-powered early warning system for student advising and documented its outcomes over an academic year. Advisors using the AI tool identified at-risk students earlier and intervened more effectively: 3,000 students at risk of failing raised their grades to passing, the largest recorded student success improvement in the institution's 50-year history. The case is directly relevant to California community college faculty because it demonstrates AI Practitioner behavior in an educational context, advisors with institutional knowledge amplifying their impact through AI fluency, not replacing their judgment with it. Link: cloud.google.com, [Ivy Tech AI Case Study](#)