

# LABOR MARKET ANALYSIS

FOR PROGRAM RECOMMENDATION



FOR LABOR MARKET RESEARCH

NORTH FAR NORTH

## CLINICAL RESEARCH COORDINATORS IN THE NORTH FAR NORTH

August 2025

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## SUMMARY

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The North Far North Center of Excellence for Labor Market Research (NFN COE) prepared this report to provide an analysis of occupational demand and educational supply for occupations employed across the 22-county North Far North region.

This report aims to determine if demand in the local labor market is unmet by the supply from existing community college programs and other post-secondary training providers, with a primary focus on training that leads to living wage jobs in middle-skilled occupations. Pursuant to California Education Code §78015, labor market information (LMI) is required for all new career education certificate and degree program proposals, and the North Far North Regional Consortium (NFNRC) requires LMI to come from the NFN COE. This report should serve to satisfy those requirements.

Key findings include:

- Clinical research coordinator occupations are considered a subset of the larger natural science manager occupation category
- The North Far North region held 859 natural science manager jobs in 2024. These jobs are projected to increase by 5% over the next five years, adding 43 new jobs to the region by 2029.
- Over the next five years, natural science manager jobs are projected to have 72 annual openings across the North Far North region.
- Analysis of wage data shows that clinical research coordinators in the Greater Sacramento subregion earn \$43.15 above American River's Community College District living wage of \$21.17 per hour. (See Appendix B for additional information about FY 2024 changes to the living wage).
- Analysis of awards data shows that there are no programs specifically related to training clinical research coordinators in the Greater Sacramento subregion.

Recommendations include:

The North Far North Center of Excellence recommends proceeding with caution when developing new programs. While clinical research coordinators have traditionally been trained through bachelor's STEM programs, emerging partnerships show that a four-year degree may not be necessary for entry-level positions. This presents an opportunity for Greater Sacramento community colleges to collaborate with UC Davis to address regional workforce needs. Furthermore, given the high degree of educational attainment of individuals in the field and the prioritization of hiring of those with previous work experience, the North Far North COE recommends developing stackable certificates and associates degree programs and including opportunities for learners to participate in work-based learning experiences.

# INTRODUCTION

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The North Far North Center of Excellence (COE) was asked to provide labor market information for a newly proposed career education program at a regional community college.

This report focuses on the following Standard Occupational Classification (SOC) occupations and codes:

Students who transfer and earn a four-year degree could pursue the following high-skill occupations:

- Clinical Research Coordinators (11-9121.01) is a subset of the larger Natural Science Manager (11-9121) SOC code

There is no Taxonomy of Programs (TOP) title or code focused on clinical research. However, those considering new programs plan to place the program in the following TOP code:

- Health Occupations, Other (1299.00)

The corresponding Classification of Instructional Program (CIP) title and code is:

- Clinical Research Coordinator (51.0719)

## Occupational Description

Clinical Research Coordinators plan and coordinate clinical research projects. They typically direct the activities of various workers engaged in clinical research projects and function in a project management capacity to ensure compliance with protocols and regulations. They often serve as a bridge between healthcare and research professionals and human trial participants. They may also be involved in the evaluation of clinical data.

## Expanded Research Geography

Due to the possibility of the newly proposed program running in an online or hybrid format, this report expands on the usual geographical areas studied for supply and demand. The North Far North region includes the Greater Sacramento subregion. It is comprised of Butte County, Colusa County, Del Norte County, El Dorado County, Glenn County, Humboldt County, Lake County, Lassen County, Mendocino County, Modoc County, Nevada County, Placer County, Plumas County, Sacramento County, Shasta County, Sierra County, Siskiyou County, Sutter County, Tehama County, Trinity County, Yolo County, and Yuba County. The COE Bay Region includes Alameda County, Contra Costa County, Marin County, Monterey County, Napa County, San Benito County, San Francisco County, San Mateo County, Santa Clara County, Santa Cruz County, Solano County, and Sonoma County. The Northern Central Valley includes Alpine County, Amador County, Mariposa County, Merced County, San Joaquin County, Stanislaus County, and Tuolumne County. For this report, this combined region of the North Far North, Bay Region, and Northern Central Valley will be known as the Northern California region.

# OCCUPATIONAL DEMAND

Exhibit 1 summarizes the five-year projected job growth for the studied occupations across the North Far North region, the Bay Region, the Northern Central Valley, and California. Data is only available for the larger category of Natural Science Managers.

**Exhibit 1. Employment and projected demand, 2024-2029**

| Natural Science Managers | 2024 Jobs     | 2029 Jobs     | 2024-2029 Change | 2024-2029 % Change | 2024-2029 Annual Openings |
|--------------------------|---------------|---------------|------------------|--------------------|---------------------------|
| North Far North          | 859           | 902           | 43               | 5%                 | 72                        |
| Bay Region               | 5,680         | 6,429         | 7,002            | 9%                 | 609                       |
| Northern Central Valley  | 134           | 141           | 7                | 5%                 | 11                        |
| <b>California</b>        | <b>13,427</b> | <b>14,408</b> | <b>981</b>       | <b>7%</b>          | <b>1,194</b>              |

Exhibit 2 compares ten years' worth of historical and projected annual changes in employment to the base number of jobs in 2019 for the North Far North, Bay, Northern Central Valley, and California.

**Exhibit 2. Changes in employment, 2019-2029**

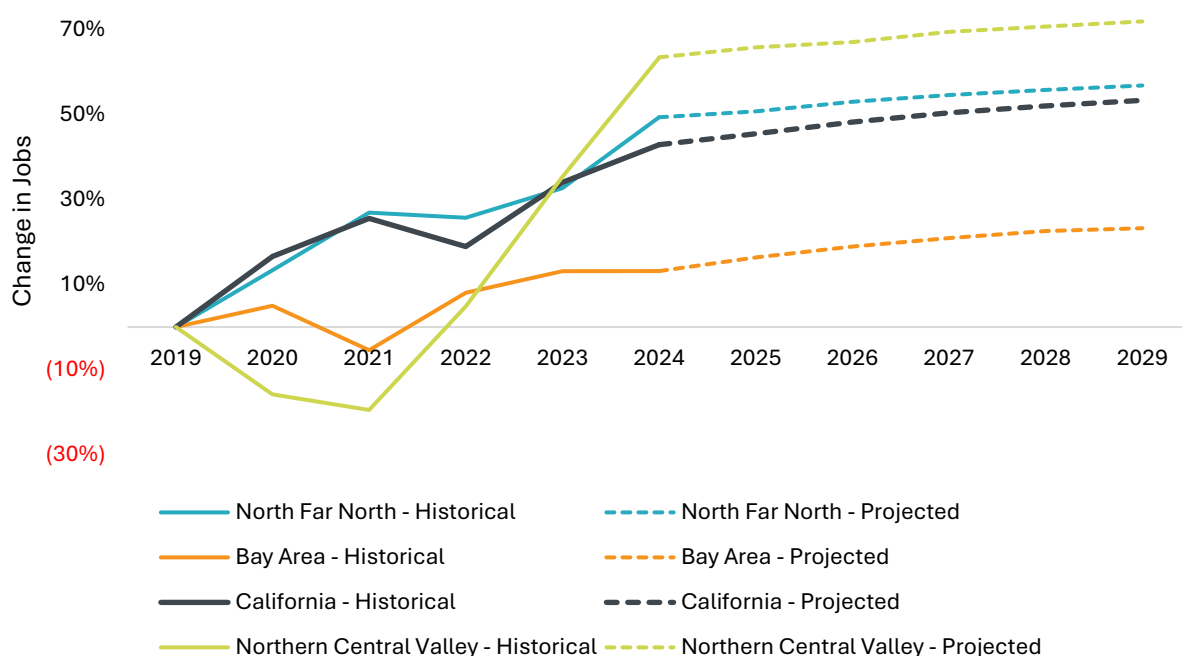
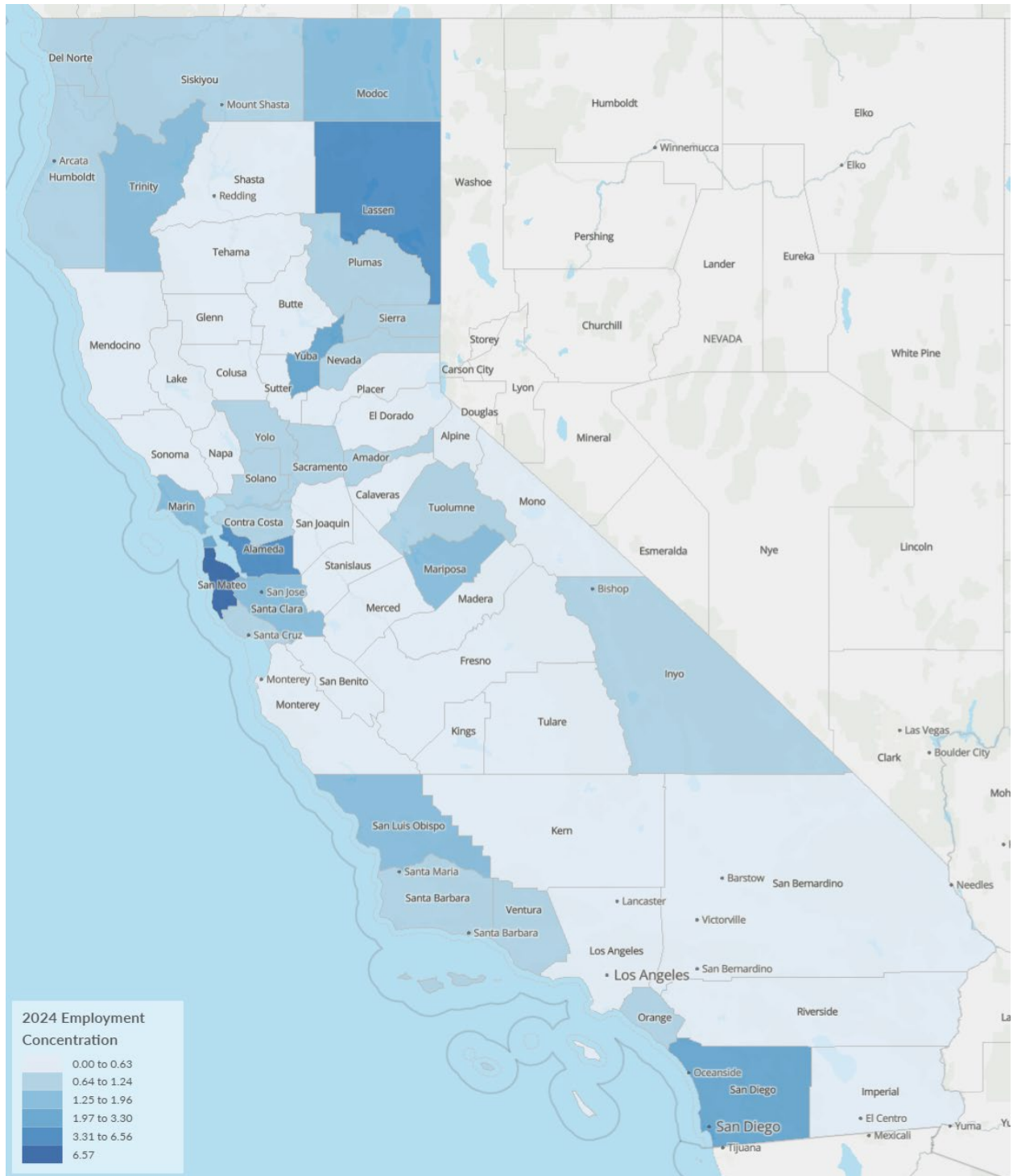


Exhibit 3 shows the 2024 employment concentration across California for natural science managers. A concentration of 1 is on par with the national average.

### Exhibit 3. Employment Concentration Across California



# OCCUPATIONAL EARNINGS

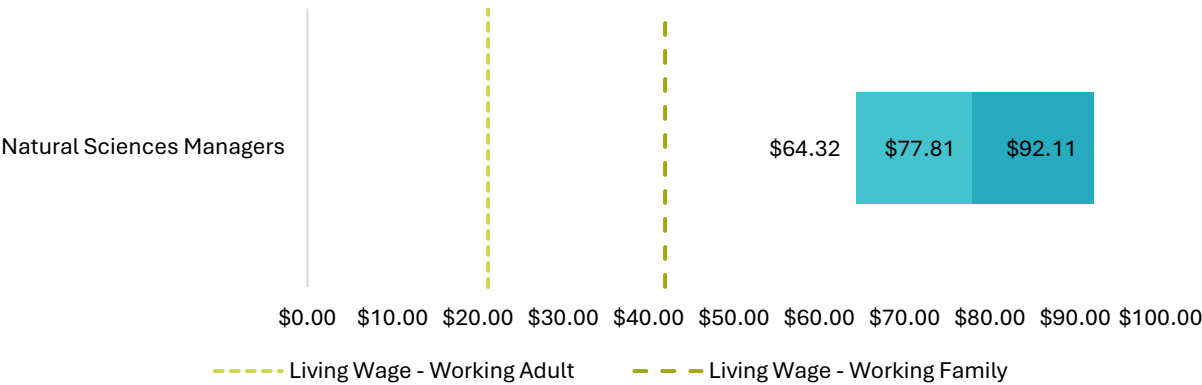
Exhibits 4 and 5 compare hourly earnings for selected occupations to the living wage for both a single adult and a working family. Exhibit 4 shows earnings by location, while Exhibit 5 focuses on how earnings compare to the living wage in American River College’s district, limited to the Greater Sacramento subregion (El Dorado, Nevada, Placer, Sacramento, Sutter, Yolo, and Yuba counties). See Appendix B for details on recent changes to NFN COE’s living wage comparisons.

| Requesting College     | Living Wage – Working Adult | Living Wage – Working Family |
|------------------------|-----------------------------|------------------------------|
| American River College | \$21.17                     | \$41.91                      |

Exhibit 4. Natural science manager hourly earnings by location, 2024<sup>1</sup>

| Location                | 25 <sup>th</sup> Percentile Hourly Earnings | Median Hourly Earnings | 75 <sup>th</sup> Percentile Hourly Earnings |
|-------------------------|---------------------------------------------|------------------------|---------------------------------------------|
| Greater Sacramento      | \$64.32                                     | \$77.81                | \$92.11                                     |
| Far North               | \$43.73                                     | \$53.58                | \$68.34                                     |
| Bay Region              | \$84.56                                     | \$105.27               | \$131.32                                    |
| Northern Central Valley | \$56.40                                     | \$78.33                | \$100.22                                    |

Exhibit 5. Occupational hourly earnings vs. the living wage, Greater Sacramento



<sup>1</sup> Please note that the 25th and 75th percentile hourly earnings are used to estimate entry-level and experienced worker wages.

# JOB POSTINGS

## About Job Postings Analysis

This section of the report analyzes recent data from online job postings. Online job postings may provide additional insight into recent changes in the labor market that are not captured by historical trends. However, job postings are not the same as labor market demand; demand is based on projected annual openings.

There are several limitations to analyzing and interpreting online job postings. Employers may post a position multiple times to increase the number of job applicants. Job postings may remain online after a business chooses not to fill a position. Employers may advertise one post to fill multiple vacancies. And not all jobs are posted online.

Job posting analyses should be used to inform community college curriculum development and to identify potential employers for targeted experiential learning opportunities.

The North Far North COE identified 205 unique online job postings for the O\*NET clinical research coordinator category across the North Far North Region, with 199 of these postings from the Greater Sacramento subregion. Job posting data comes from and represents unique advertisements newly posted online during the last 12 months, from July 2024 through June 2025. Job postings in which primary duties included the practice of medicine or focused primarily on financial or tax accounting were excluded. Additionally, job postings with unclassified job titles were excluded (considering the vast majority of these postings were for clinical research test subjects and not for clinical research coordinators).

## Top Employers and Job Titles

Exhibit 6 details the number of online job postings for the selected occupations across the studied geographic region. **Exhibit 6. Clinical research coordinator job postings by location**

| Location             | Unique Job Postings | Share of Job Postings |
|----------------------|---------------------|-----------------------|
| North Far North      | 205                 | 11%                   |
| Bay Area             | 1600                | 88%                   |
| North Central Valley | 15                  | 1%                    |
| Total                | 1820                | 100%                  |

Exhibit 7 shows the job titles with the most job postings for the selected occupations across the entire geographic region.

**Exhibit 7. Job titles with the most job postings**

| Job Title                               | Number of Job Postings |
|-----------------------------------------|------------------------|
| Clinical Research Coordinator           | 457                    |
| Clinical Trial Managers                 | 193                    |
| Clinical Research Associates            | 174                    |
| Oncology Clinical Research Coordinators | 48                     |
| Clinical Project Managers               | 40                     |
| Clinical Research Assistants            | 34                     |
| Clinical Research Managers              | 33                     |
| Clinical Trial Associates               | 31                     |
| Clinical Research Supervisors           | 28                     |
| Clinical Trial Operations Managers      | 24                     |

Exhibit 8 shows the employers with the most job postings for the selected occupations across the entire geographic region.

**Exhibit 8. Employers with the most job postings**

| Employer                                 | Number of Job Postings | Primary County of Employment |
|------------------------------------------|------------------------|------------------------------|
| Stanford University                      | 314                    | Santa Clara County           |
| University of California – San Francisco | 206                    | San Francisco County         |
| UC Davis Health                          | 44                     | Sacramento County            |
| University of California-Davis           | 42                     | Yolo County                  |
| Kaiser Permanente                        | 36                     | Solano County                |
| BeOne Medicines Ltd                      | 34                     | Alameda County               |
| Abbott Laboratories                      | 32                     | Alameda County               |

| Employer                           | Number of Job Postings | Primary County of Employment |
|------------------------------------|------------------------|------------------------------|
| EPM Scientific                     | 29                     | San Francisco County         |
| Gilead Sciences                    | 22                     | San Mateo County             |
| Johnson & Johnson                  | 19                     | Santa Clara County           |
| Summit Therapeutics Plc            | 18                     | San Mateo County             |
| Ncire The Veterans Health Research | 16                     | San Francisco County         |
| Merck & Co.                        | 15                     | Sacramento County            |

### Most Requested Qualifications and Skills

Exhibit 9 shows the certifications most requested by employers for Clinical Research Coordinators.

#### Exhibit 9. Most in-demand certifications

| Certification                                         | Number of Job Postings |
|-------------------------------------------------------|------------------------|
| ACRP Certified Professional (ACRP-CP)                 | 92                     |
| SOCRA Certified Clinical Research Professional (CCRP) | 85                     |
| Project Management Certification                      | 36                     |
| Basic Life Support Certification                      | 31                     |
| Certified Clinical Research Coordinator (CCRC)        | 17                     |
| Certified Clinical Research Associate (CCRA)          | 15                     |
| Advanced Cardiovascular Life Support (ACLS)           | 14                     |
| Neonatal Resuscitation Program Certification          | 12                     |

Exhibit 10 shows the most requested specialized, common, and software skills for the selected occupations across the studied subregion.<sup>2</sup>

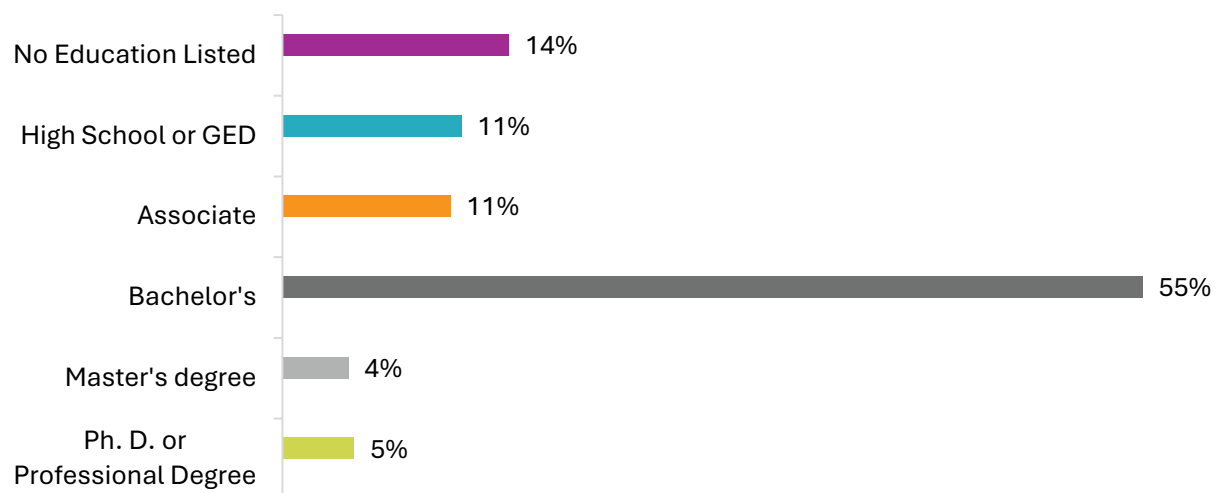
<sup>2</sup> Specialized skills are those primarily required to perform specific tasks in an occupation. Common skills are typically related to employability; these are skills that are prevalent across many occupations and usually include a mix of interpersonal attributes and soft skills. Software skills are specific to any software tool or programming component used to accomplish tasks in a job.

### Exhibit 10. Most in-demand skills

| Specialized Skills               | Common Skills           | Software Skills                           |
|----------------------------------|-------------------------|-------------------------------------------|
| Clinical Trials                  | Research                | Microsoft Office                          |
| Good Clinical Practices (GCP)    | Communication           | Clinical Trials Management Systems        |
| Auditing                         | Management              | Electronic Data Capture (EDC)             |
| Medical Terminology              | Coordination            | Database Applications                     |
| Case Report Forms                | Organizational Skills   | Spreadsheets                              |
| Institutional Review Board (IRB) | Operations              | Research Electronic Data Capture (REDCap) |
| Data Collection                  | Detail Oriented         | SPSS (Statistical Software)               |
| Data Management                  | Complex Problem Solving | Stata                                     |
| Project Management               | Negotiation             | SASS                                      |
| Informed Consent                 | Budgeting               | Epic EMR                                  |

Exhibit 11 shows the employer-preferred minimum level of education for job postings related to the selected occupations across the entire geographic region.

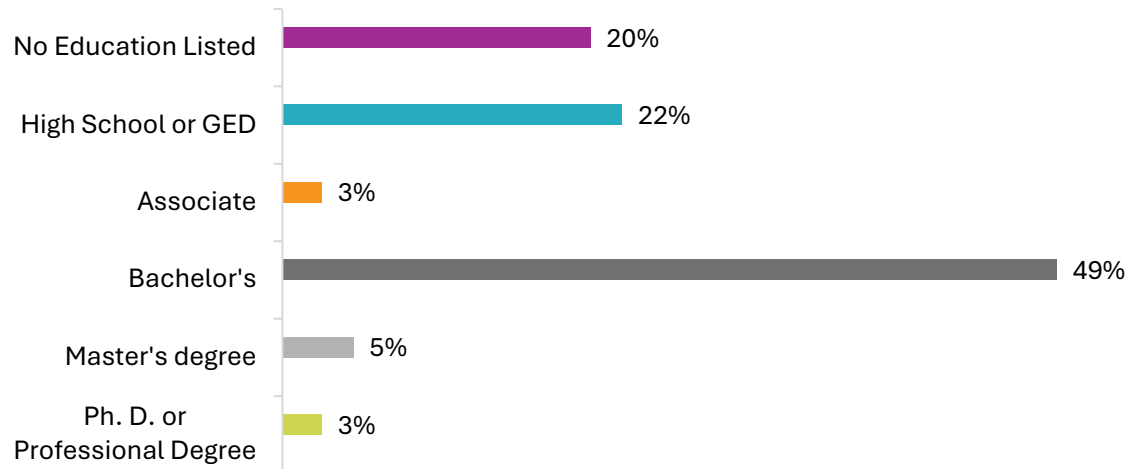
### Exhibit 11. Employer-preferred education levels in the whole Northern California region



Note: Employers may include more than one level of education as a hiring requirement in a job posting. As a result, the values in the chart may sum to more than 100%.

Exhibit 12 shows the employer-preferred minimum level of education for job postings related to the selected occupations across just the Greater Sacramento subregion.

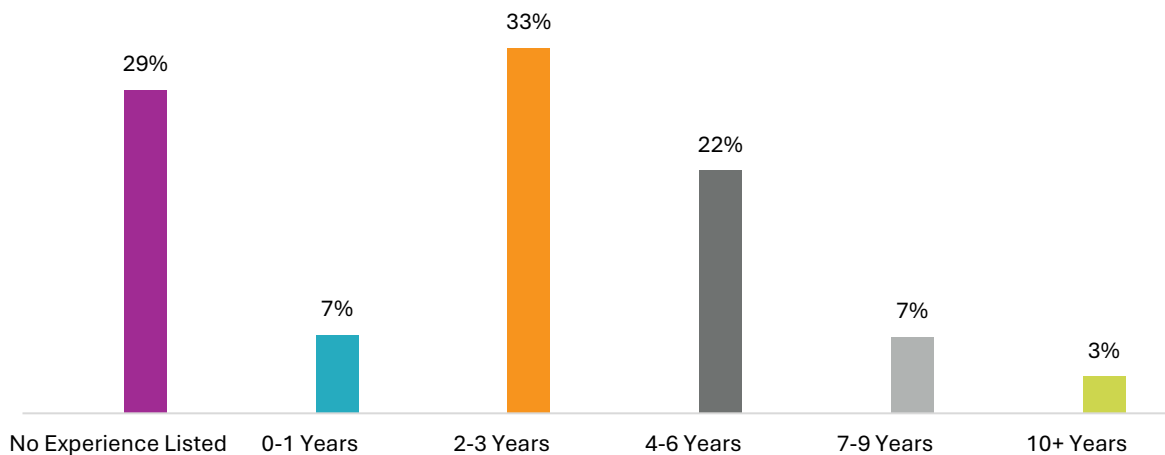
**Exhibit 12. Employer-preferred education levels in the Greater Sacramento subregion**



*Note: Employers may include more than one level of education as a hiring requirement in a job posting. As a result, the values in the chart may sum to more than 100%.*

Exhibit 13 shows the employer-preferred minimum level of experience for job postings related to the studied occupations across the entire Northern California region.

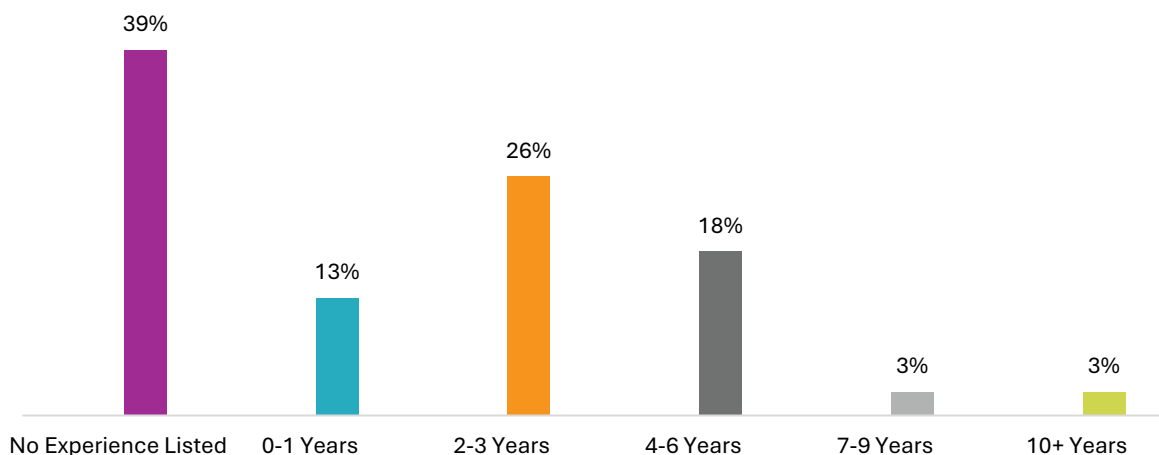
**Exhibit 13. Employer-preferred job experience in the whole Northern California region**



*Note: Employers may include more than one level of education as a hiring requirement in a job posting. As a result, the values in the chart may sum to more than 100%.*

Exhibit 14 shows the employer-preferred minimum level of experience for job postings related to the studied occupations across the Greater Sacramento subregion.

**Exhibit 14. Employer-preferred job experience in the Greater Sacramento Subregion**



*Note: Employers may include more than one level of education as a hiring requirement in a job posting. As a result, the values in the chart may sum to more than 100%.*

Exhibit 15 shows a comparison of job postings requiring an Associates degree or less education with postings requiring a Bachelor's degree or more education.

**Exhibit 15. Comparison of clinical research coordinator jobs by education requirements**

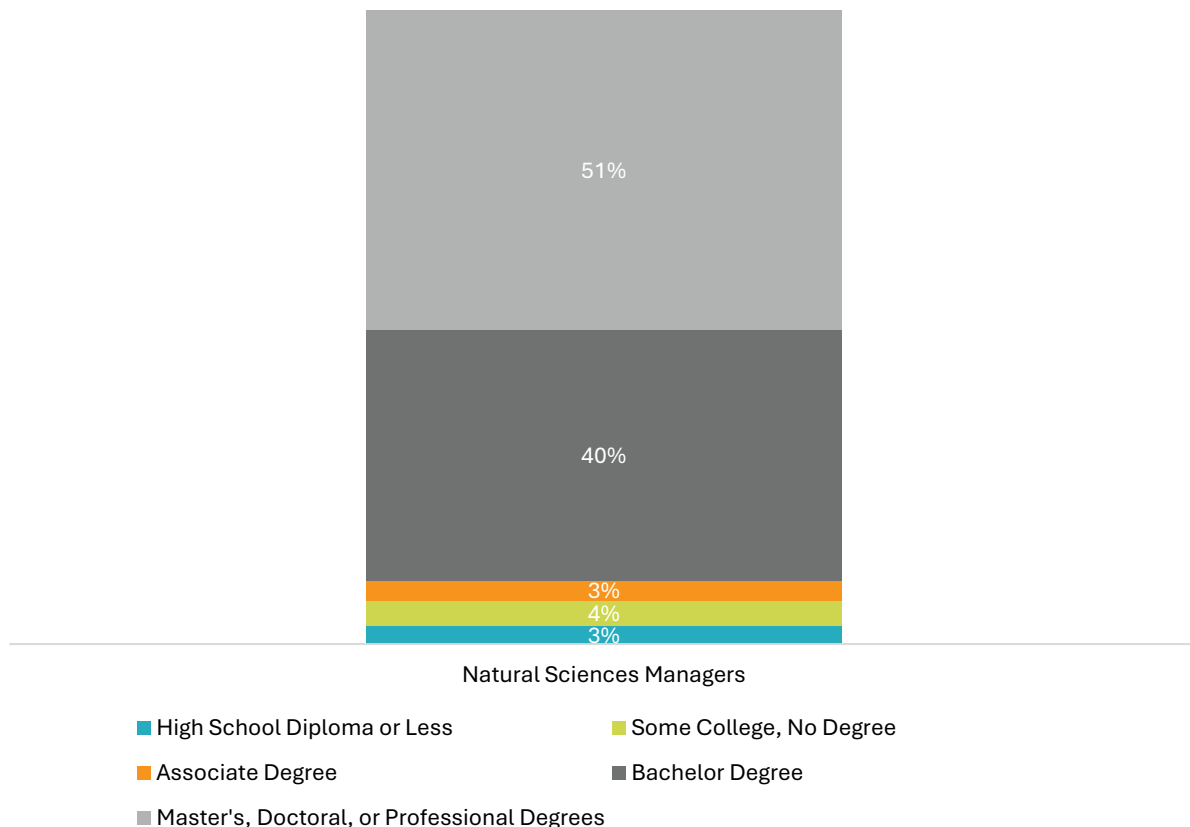
|                                       | Associate Degree or Below | Bachelor's Degree or Above |
|---------------------------------------|---------------------------|----------------------------|
| Number of Job Postings                | 648                       | 1172                       |
| Median Advertised Salary <sup>3</sup> | \$52.80                   | \$72.25                    |
| Median Minimum Experience Requested   | <1 year                   | 3 years                    |

<sup>3</sup> Advertised salary data was only available for 23% of Job Postings requiring an Associates or less education and 50% of the job postings.

## EDUCATION AND TRAINING REQUIREMENTS

The U.S. Census Bureau collects data on the highest education level achieved by workers across all occupations. Exhibit 16 shows the educational attainment of the current workforce employed in the studied occupations across the United States. Note that educational attainment data is only available for the larger category of Natural Science Managers, and not clinical research coordinators specifically. This could overinflate the educational attainment.

**Exhibit 16. U.S. educational attainment for workers 25 years and older by occupation, 2019 and 2021**



The U.S. Bureau of Labor Statistics (BLS) uses a categorical system to assign typical entry-level education and job requirements to each occupation for which the BLS publishes projection data. These categories include entry-level education, work experience in a related occupation, and on-the-job training.

Exhibit 17 shows the typical entry-level job requirements by occupation.

### Exhibit 17. Typical entry-level job requirements for the studied occupations

| Occupation                | Entry-level Education | Work Experience | On-The-Job Training |
|---------------------------|-----------------------|-----------------|---------------------|
| Natural Sciences Managers | Bachelor's degree     | 5 years or more | None                |

#### Licensing and Certifications

The Society of Clinical Research Associates (SOCRA) offers a Certified Clinical Research Professional (CCRP) certification. To get the certification, one needs 2 years of full-time experience as a clinical research professional (3500 hours) within the last 5 years. However, if an applicant has 1 year of experience (1750 hours) within the last 2 years, they still meet the minimum experience requirement if they have an Associates or higher in Clinical Research or if they have a Bachelor's degree in a science-related field and a qualifying certificate in Clinical Research. Once the minimum experience is met, an applicant can sit for the CCRP certification exam.

The Association of Clinical Research Professionals (ACRP) offers multiple clinical research certifications. The most general certification is the ACRP Certified Professional (ACRP-CP), which recognizes all types of clinical research professionals. The association also has a Certified Clinical Research Coordinator (CCRC) for those who primarily work in coordinating and facility clinical trials. The Certified Clinical Research Associate (CCRA) recognizes those who monitor and supervise the progress of clinical trials. The Certified Principal Investigator (CPI) recognizes those with experience as a principal investigator or sub-investigator on multiple studies. The CPI has additional educational requirements. All these certifications require 3000 hours of verifiable work experience, but ACRP will waive 1500 of those hours if an applicant completes a clinical research education program. Once the minimum experience is met, an applicant can sit for the exam.

#### US-Based Educational Models

Outside of California, there are multiple programs offering both associate degrees and certificates, with two such programs listed below.

##### [Durham Technical Community College, North Carolina](#)

Durham Technical College in North Carolina has been running Clinical Research Coordinator programs for over 20 years, with currently two certificates and one associate degree. They recently partnered with Duke University to offer an apprenticeship in clinical research for students who are in progress or have completed the Clinical Trials Research Associate degree.

##### [Pima Community College, Arizona](#)

Pima offers an Associate of Applied Science (60 units) and post-degree certificate (24-units). Those opting for the certificate must have already earned a bachelor's degree or an associate's degree from a relevant field.

## Typical Educational Program Structure

Programs vary from a 12-unit certificate to a 60-unit associates degree. Most programs recommend that students have completed or are in progress with a science-related bachelor's degree.

Programs from UC Berkeley Extension, UC Irvine, Durham, and Pima were evaluated and compared. In general, a basic certificate program has the following components:

- Introduction to Clinical Research (Drug Development, Clinical Trial Phases, etc)
- Key Medical and Clinical Terminology (often excluded if the program requires a science background for admission)
- Research Methods and Quality Control
- Clinical Research Ethics
- Clinical Database and Secure Records Management
- Regulations and the Institutional Review Board (IRB)
- Data Collection and Analysis
- Project Management
- Budgeting and Contracts
- Research Site Management

This list of topics aligns with the examination content on the SOCRA and ACRP exams.

Multiple topics are often combined within classes in a certificate program. In an associate program, additional coursework is added in anatomy, physiology, phlebotomy, pharmacology, and other related science topics. Many associate programs are often Associate for Transfer, and thus require writing, communication, and other arts and humanities coursework.

According to analysis of educational pathways related to clinical research coordinators on O\*NET, any program related to science or mathematics could lead to a career in the occupation. There are over one hundred science and math programs in the Greater Sacramento subregion, and many more at the state level. Often, Clinical Research Coordinator jobs require research experience as opposed to formal clinical research coordination training. However, according to informational interviews conducted with UC Davis (the top employer in the Greater Sacramento subregion), having formal clinical research training, especially on working with human subjects, can set candidates apart. Thus, Clinical Research Coordinator training can provide an opportunity for career shifts into higher-paying careers in healthcare, which is in line with the goals laid out in the California Jobs First State Economic Blueprint.

# EDUCATIONAL SUPPLY

Educational supply for an occupation can be estimated by analyzing the number of awards issued in related Taxonomy of Programs (TOP) or Classification of Instructional Programs (CIP) codes. Exhibit 18 shows the TOP and CIP codes for educational programs related to the selected occupations.

**Exhibit 18. TOP and CIP codes for training programs related to the selected occupations**

| TOP Programs and Codes                                                              | Aligned CIP Programs and Codes                                                          |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Health Occupations, Other (1299.00)</li></ul> | <ul style="list-style-type: none"><li>Clinical Research Coordinator (51.0719)</li></ul> |

## Community Colleges

There are no Top Codes that specifically focus on research. The newly proposed program at American River is planning on being placed in the Health Occupations, Other (1299.00) top code. The only other program in the Greater Sacramento subregion in that top code that is chartered with the California Community College Chancellor’s Office is offered by American River for Medical Interpreting.

A scan of all eight community colleges in the Greater Sacramento subregion (Sierra, Yuba, Woodland, Lake Tahoe, Sacramento City, Cosumnes River, American River, and Folsom Lake) revealed that none of them had coursework that closely aligned with a Clinical Research Program. The closest program is the Health Business Certificate at Sacramento City College, which has courses including “Introduction to Project Management for Healthcare,” “Medical Language for Health-Care Providers”, “Introduction to Electronic Spreadsheets”, and “Database Management using Microsoft Access.” That program has awarded an average of fewer than 3 certificates per year from 2021-2024. Other courses on ethics and budgeting exist at the community college level, but there are no courses specifically focusing on Clinical Research or the IRB.

## Other Postsecondary Educational Institutions

No program exists in the Greater Sacramento region, or even in the state of California, for Clinical Research Coordinator CIP code 51.0719 at the community college level. In the Greater Sacramento region, UC Davis provides education related to Clinical Research Coordination in an unaccredited program.

UC Berkeley Extension has a fully online (with synchronous and asynchronous material) Clinical Research Conduct and Management certificate program that qualifies a student to sit for ACRP or SOCRA certification. There is also a certificate hybrid program available from UC Irvine. UC San Diego previously offered a program, but that program has been halted due to NIH funding cuts. Additional programs resulting in master's degrees are also available in California. Other

programs exist that are only open to current employees, such as those at UCSF and Cedars-Sinai.

## FINDINGS

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This report focuses on occupations in the clinical research coordinator career pathway, which is a subset of the natural science manager pathway.

### *Occupational Demand*

- The North Far North region held 859 natural science manager jobs in 2024. These jobs are projected to increase by 5% over the next five years, adding 43 new jobs to the region by 2029.
- The employment concentration for natural science managers is 0.96 for the Greater Sacramento subregion, putting it on par with the national average. The California employment concentration is 1.16, which is largely inflated by counties that are research hubs, including Alameda County (3.49) and San Mateo County (6.56).
- Natural science manager jobs are projected to grow at a slower rate in the Greater Sacramento subregion compared to the rest of California.
- Over the next five years, natural science manager jobs are projected to have 72 annual openings in the North Far North region.

### *Wages*

- Analysis of wage data shows that Natural Science Manager occupations have entry-level hourly earnings that are \$43.15 above the single working adult living wage of \$21.17 per hour in American River College's community college district.

### *Job Postings*

- In the last 12 months, there were 223 job postings in the Greater Sacramento subregion.
- Clinical research coordinator jobs made up 67% of the 3 job postings in the Natural Resource Managers SOC code occupation group in the North Far North Region.
- Another 1630 unique clinical research coordinator job postings were identified in the Bay Region.
- An additional 29 clinical research coordinator job postings were identified in the Northern Central Valley.
- Across the entire Northern California region, there were 1879 total job postings for clinical research coordinators.

- Across the general Northern California region, Stanford University, UCSF, and UC Davis/UC Davis Health were the biggest employers.
- Job Postings with titles of Clinical Research Associate, Clinical Trial Associate, and Clinical Research Assistant generally require less experience and education than the Clinical Research Coordinator job titles.
- There are roughly 6 jobs posted under the Clinical Research Coordinator job title for every 1 Clinical Research Assistant or Associate job posting.
- Few job postings requested official certifications from ACRP or SOCRA.
- Compared to the Bay Area and the rest of the studied geographic region, the job postings in the Greater Sacramento subregion were more likely to have no minimum education requirement or only require a high school education.
- Compared to the Bay Area and the rest of the geographic region, the job postings in the Greater Sacramento subregion were more likely to only require 0-1 years of experience or not list a minimum level of experience.
- Job Postings requiring at least a Bachelor's degree for education were more likely to also require more years of experience and offer a higher advertised salary.

#### *Education and Training Requirements*

- Nationally, 7% of incumbent workers in the studied occupations have educational attainment levels consistent with community college offerings (some college or associate degrees).
- Another 40% of workers in these occupations hold a bachelor's degree.
- 64% of job postings wanted at least a Bachelor's degree as the minimum education level

#### *Postsecondary Supply*

- No community colleges in the state of California offer degrees and certificates in programs specifically related to clinical research coordination.
- Certificates are offered by other educational providers near the Greater Sacramento subregion, such as those currently at UC Davis and UC Berkeley Extension.

# RECOMMENDATIONS

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The North Far North COE recommends:

Institutions should proceed with caution when developing new programs in clinical research coordination. The North Far North COE recommends developing stackable certificates and associates degree programs and including opportunities for learners to participate in work-based learning experiences. There is a high degree of educational attainment among individuals in the field, and employers prioritize hiring those with relevant experience. While clinical research coordinators have traditionally been trained through bachelor's STEM programs, emerging partnerships—such as those between Duke University and Durham Technical Community College, and a similar program at Maricopa—show that a four-year degree may not be necessary for entry-level positions. This presents an opportunity for Greater Sacramento community colleges to collaborate with UC Davis to address regional workforce needs. Programs in clinical research coordination still have value, especially as a reskilling opportunity for those looking for a career shift. Given the high degree of educational attainment of those in the field and the prioritization of hiring of those with experience, Certificate programs should include material mentioned in the “Typical Education Program Structure” section under educational supply or require the understanding of such material as a prerequisite.

| New Program Recommendation                                            |                                                                    |                                                                      |
|-----------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Move forward with the new program.</b><br><input type="checkbox"/> | <b>Proceed with caution</b><br><input checked="" type="checkbox"/> | <b>A new program is not recommended.</b><br><input type="checkbox"/> |

# APPENDIX A. METHODOLOGY AND SOURCES

---

This report includes occupations identified by using the Center of Excellence TOP-to-CIP-to-SOC crosswalk and the O\*Net OnLine education crosswalk. This report's findings were primarily determined with labor market and educational supply data from the Bureau of Labor Statistics (BLS), Lightcast, and the California Community Colleges Chancellor's Office.

Data sources include:

"ACRP Certification." The Association of Clinical Research Professionals. 2016.

<https://acrpnet.org/certification>.

"Candidate Handbook CCRP® Certification Program." SOCRA. Accessed July 8, 2025.

<https://www.socra.org/assets/Certification/Candidate-Handbook-220216.pdf?vid=3>.

"Certificate Program in Clinical Research Conduct and Management." Accessed July 7, 2025.

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*(Notes: Occupational employment data are based on final Lightcast industry data and final Lightcast staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors)).*

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# APPENDIX B. EARNINGS AND LIVING WAGE

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## Occupational Earnings

Occupational earnings data come from the Bureau of Labor Statistics' Occupational Employment Statistics dataset. It is collected from the employer's perspective, meaning that earning data is pre-tax and based on the place of the employee's work (rather than where they live). Occupational earnings are reported based on hourly income and include base rate pay, commissions, cost of living allowances, guaranteed pay, hazard pay, incentive pay, longevity pay, production bonuses, and tips. Occupational earnings do not include bonuses, reimbursements, overtime pay, relocation allowances, severance pay, etc.

The NFN COE reports on occupational earnings using percentile earnings. Percentile earnings are typically broken into 10<sup>th</sup>, 25<sup>th</sup>, 50<sup>th</sup> (median), 75<sup>th</sup>, and 90<sup>th</sup> percentiles and are used to show the distribution of wages for workers employed within an occupation. For example, the 25<sup>th</sup> percentile hourly earnings for childcare workers employed across the North Far North (NFN) region is \$15.50. This means that in 2023, 25% of the North Far North's childcare workers earned up to but no more than \$15.50 per hour. Childcare workers in the North Far North have a 90<sup>th</sup> percentile wage of \$23.72, meaning that 90% of childcare workers employed across the region earn up to \$23.72 per hour. The Centers of Excellence use the 25<sup>th</sup> and 75<sup>th</sup> percentile hourly wages to estimate wages for entry-level and experienced workers.

## Living Wage

A living wage is the level of income one adult working full-time must earn to meet their minimum basic needs where they live, all while being self-sufficient. The basic needs that factor into a living wage calculation include food, housing, childcare (for those with children), healthcare, transportation, broadband and mobile access, taxes, and other necessities (like clothing, personal care products, and household furnishings and supplies).

This report provides an estimate of the living wage for each community college district and uses the living wage for a single, working adult without dependents. A working adult is assumed to work 2,080 full-time hours, which is equivalent to 40 hours a week for 52 weeks per year.

In October 2024, the NFN COE switched from the [MIT Living Wage Calculator](#) (last updated February 2024) to [the University of Washington's Self-Sufficiency Standard](#) (last updated March 2024; released September/October 2024). This change allows the COE to use living wage data that is aligned with the Chancellor's Office metrics. The NFN COE will revise this practice as needed to ensure continued alignment with the Chancellor's Office.<sup>4</sup>

## Comparing earnings to the living wage

Prior to the 2024-25 fiscal year, the NFN COE compared the 25<sup>th</sup> percentile hourly earnings of an occupation employed in the subregion to a subregional average living wage for a single, working adult (no dependents) residing in a county located in the North or Far North subregions.

Beginning October 2024, the NFN COE will compare the 25<sup>th</sup> percentile hourly earnings of an occupation employed in the subregion to the living wage for one single, working adult (no dependents) residing in the same county as the community college district that initially requested this report. This change aligns

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<sup>4</sup> Last revised: 10/29/2024. Changed living wage source from MIT to U of W.

with the definition used by the Chancellor's Office to determine the proportion of students who attained a living wage after exiting the California Community College system in the Student Success Metrics (SM 802Sx) and Community College Pipeline (CP 802). The NFN COE will revise this practice as needed to ensure continued alignment with the Chancellor's Office.<sup>5</sup>

### Hourly Living Wage by Community College District Office County Location<sup>6</sup>

| Region     | Community College District                                      | Location of District Office (County) | One Adult                             | One Adult + One Infant |
|------------|-----------------------------------------------------------------|--------------------------------------|---------------------------------------|------------------------|
| Far North  | Butte-Glenn                                                     | Butte                                | \$16.77                               | \$34.02                |
|            | Feather River                                                   | Plumas                               | \$15.11                               | \$32.84                |
|            | Lassen                                                          | Lassen                               | \$14.81                               | \$31.51                |
|            | Mendocino-Lake                                                  | Mendocino                            | \$17.06                               | \$35.70                |
|            | Redwoods                                                        | Humboldt                             | \$16.59                               | \$34.44                |
|            | Shasta-Tehama-Trinity Joint                                     | Shasta                               | \$16.99                               | \$35.35                |
|            | Siskiyou Joint                                                  | Siskiyou                             | \$14.51                               | \$30.71                |
| North      | Lake Tahoe                                                      | El Dorado                            | \$22.11                               | \$44.25                |
|            | Los Rios                                                        | Sacramento                           | \$21.17                               | \$41.91                |
|            | Sierra Joint                                                    | Placer                               | \$23.92                               | \$46.86                |
|            | Yuba                                                            | Sutter                               | \$17.08                               | \$34.41                |
| California | Minimum wage -- All industries, except fast food and healthcare |                                      | \$16.00                               |                        |
|            | Minimum wage -- Fast food (effective April 1, 2024)             |                                      | \$20.00                               |                        |
|            | Minimum wage -- Healthcare (effective October 16, 2024)         |                                      | \$18-23, depends on the facility type |                        |

<sup>5</sup> Last revised: 10/29/2024. Changed from "median hourly earnings" to "25<sup>th</sup> percentile hourly earnings."

<sup>6</sup> Sources include: 1) The Self-Sufficiency Standard for California, The Center for Women's Welfare at University of Washington, <https://selfsufficiencystandard.org/California/> and 2) State of California Department of Industrial Relations, [https://www.dir.ca.gov/dlse/minimum\\_wage.htm](https://www.dir.ca.gov/dlse/minimum_wage.htm). Table was last revised: 10/29/2024. Updated source data from MIT to U of W.

**Funding Acknowledgement:** This report was made available through Strong Workforce Program funding from the North Far North Regional Consortium and the California Community Colleges Chancellor's Office Economic and Workforce Development Grant.

**COVID-19 Statement:** This report includes employment projection data produced by Lightcast (formerly EMSI). Employment projections are developed using models based on historical data, which in this set of projections covers the period through 2021. Most input data, therefore, precedes the pandemic. Employment projections are long-term projections intended to capture structural changes in the economy, not cyclical fluctuations. As such, projections data are not intended to capture the impacts of the recession that began in February 2020. Cyclical fluctuations, like recessions, impact projections when they become part of the historical data set.

**Important Disclaimer:** All representations included in this report have been produced from primary research and/or secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings; however, neither the Centers of Excellence, COE host District, nor California Community Colleges Chancellor's Office are responsible for applications or decisions made by recipient community colleges, or their representatives based upon components or recommendations contained in this study.

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