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Central Arizona College

Organizational Structure Assessment

March 2025

Agenda

- What We Heard
- Central Arizona College Staffing Analysis
- Proposed Organizational Structure
- Recommendations

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What We Heard

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What We Heard

- Technology and staffing are intricately linked
- Staff cannot rely on the accuracy of data reporting from systems, so they manually check all reports as part of normal workflow
- Manual processes have people feeling over worked and overloaded
- News positions are created in order to give salary raises

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Central Arizona College Comprehensive Staffing Analysis
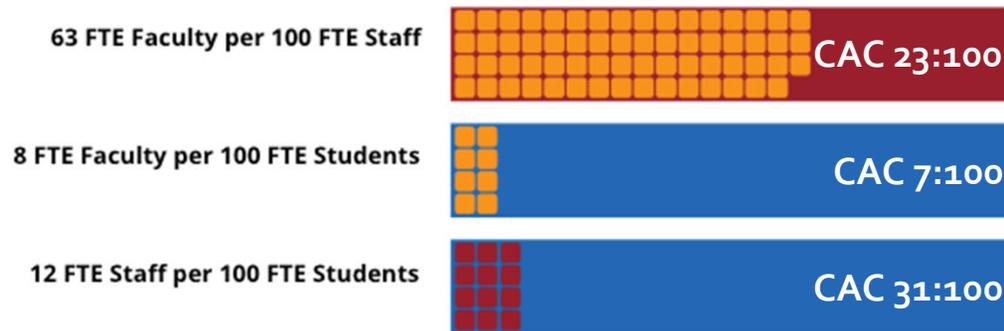
Staffing Analysis Methodology

The Credo team designed a framework to present a staffing analysis by position of CAC's organization structure in comparison to its peers.

- 2023-2024 <u>CUPA-HR National Median Ratios for Staff and Faculty</u> (based on 1,058 institutions)

- Peer and Aspirant institutions selected by CAC

- CUPA-HR annual workforce surveys results

- CAC org charts for each of its divisions, peer institutions

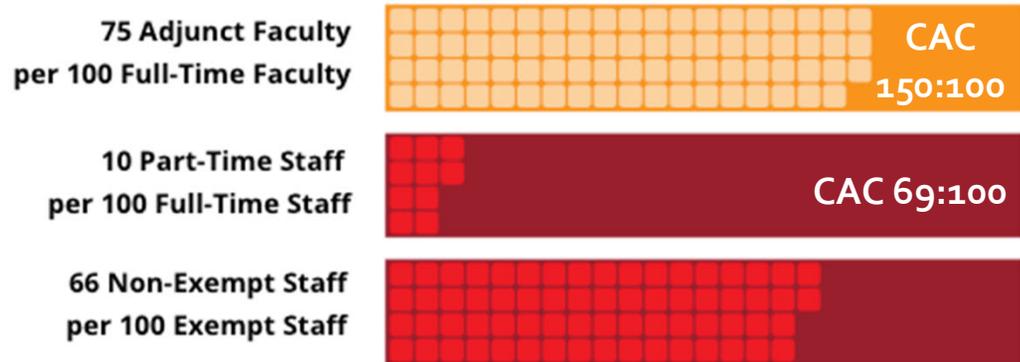- CAC CUPA-HR Data on Demand subscriptions

College and University Professional Association for Human Resources (CUPA-HR)

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2023-2024 CUPA-HR National Median Ratios for Staff and Faculty

Student, Faculty, and Staff Ratios

63 FTE Faculty per 100 FTE Staff — CAC 23:100

8 FTE Faculty per 100 FTE Students — CAC 7:100

12 FTE Staff per 100 FTE Students — CAC 31:100

Adjunct, Part-Time, and Non-Exempt Ratios

75 Adjunct Faculty per 100 Full-Time Faculty — CAC 150:100

10 Part-Time Staff per 100 Full-Time Staff — CAC 69:100

66 Non-Exempt Staff per 100 Exempt Staff

Based on IPEDS Fall 2023 FTE enrollment of 1,251.

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Staffing Analysis Findings

IPEDS Peer Group Comparison Findings

Central Arizona College's professionals are higher than the 50th percentile, while the staff are lower than the 50th percentile.

	Professional Staff	Staff
Central Arizona College	292	28
FTE 50th Percentile	67.7	73.3
Median	67	71
Mean	86.3	91.4

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Staffing Analysis Findings

IPEDS Peer Group Comparison Findings

Central Arizona College has a higher number of positions than the average for the CUPA-HR classifications below:

- [604020] Payroll Associate or Coordinator
- [325000] Administrative Specialist – Coordinator
- [400130] Head – Campus Learning Resources Center
- [411110] Student Admissions Counselor
- [412100] Student Career Counselor
- [412130] Student Success Professional
- [413110] Student Financial Aid Counselor
- [423140] Head – Title III Program
- [449110] Event Coordinator

- [460170] Head – IT Service Delivery
- [461110] Application Programmer Analyst
- [462100] Database Administrator
- [463110] IT Client Support Specialist
- [464100] IT Network Engineer
- [530000] Department Assistant
- [614000] IT Technical Support Paraprofessional
- [463110] IT Client Support Specialist
- [811000] General Maintenance Worker
- [813000] Custodian or Housekeeper

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Staffing Analysis Findings

IPEDS Peer Group Comparison Findings

CUPA-HR position classifications where Central Arizona College is above average translates into the following titles:

- Librarian II
- Facilities: Facilities Assistant III (Grounds), Facilities Assistant III (Custodial), Facilities Technician I (Maintenance), Facilities Technician II (Maintenance)
- ITS: ERP Functional Analyst (Student Services, Finance, & Financial Aid), Senior Network Analyst, Network Analyst, Technology Support Generalist – Software & Imaging Analyst, Senior IT Analyst/Classroom Tech/AV Senior Analyst, and CT Generalist
- Student Life: Student Engagement Coordinator
- Outreach: Coordinator II – Recruitment & High School Programs
- Admissions: Registrar Assistant and Student Services Assistant II
- AZ@Work Youth Program: Case Management Specialist

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Aspirant Peer Group Comparison Findings

Central Arizona College's professionals are higher than the 50th percentile, while the staff are lower than the 50th percentile

	Professional Staff	Staff
Central Arizona College	292	28
FTE 50th Percentile	95	109
Median	95	109
Mean	111	106.3

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Staffing Analysis Findings

Aspirant Peer Group Comparison Findings

Central Arizona College has a higher number of positions than the average for the CUPA-HR classifications below:

- [400120] Academic Support Center Coordinator
- [412135] Head – Student Success
- [604020] Payroll Associate or Coordinator
- [325000] Administrative Specialist – Coordinator
- [400130] Head – Campus Learning Resources Center
- [411110] Student Admissions Counselor
- [412130] Student Success Professional
- [413110] Student Financial Aid Counselor
- [423140] Head – Title III Program
- [430120] Accountant

- [461110] Application Programmer Analyst
- [462100] Database Administrator
- [463110] IT Client Support Specialist
- [464100] IT Network Engineer
- [530000] Department Assistant
- [614000] IT Technical Support Paraprofessional
- [811000] General Maintenance Worker
- [813000] Custodian or Housekeeper
- [819000] Grounds or Landscape Worker
- [460190] IT Architect
- [810000] General Maintenance Lead

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## Staffing Analysis Findings

Aspirant Peer Group Comparison Findings

CUPA-HR position classifications where Central Arizona College is above average translates into the following titles:
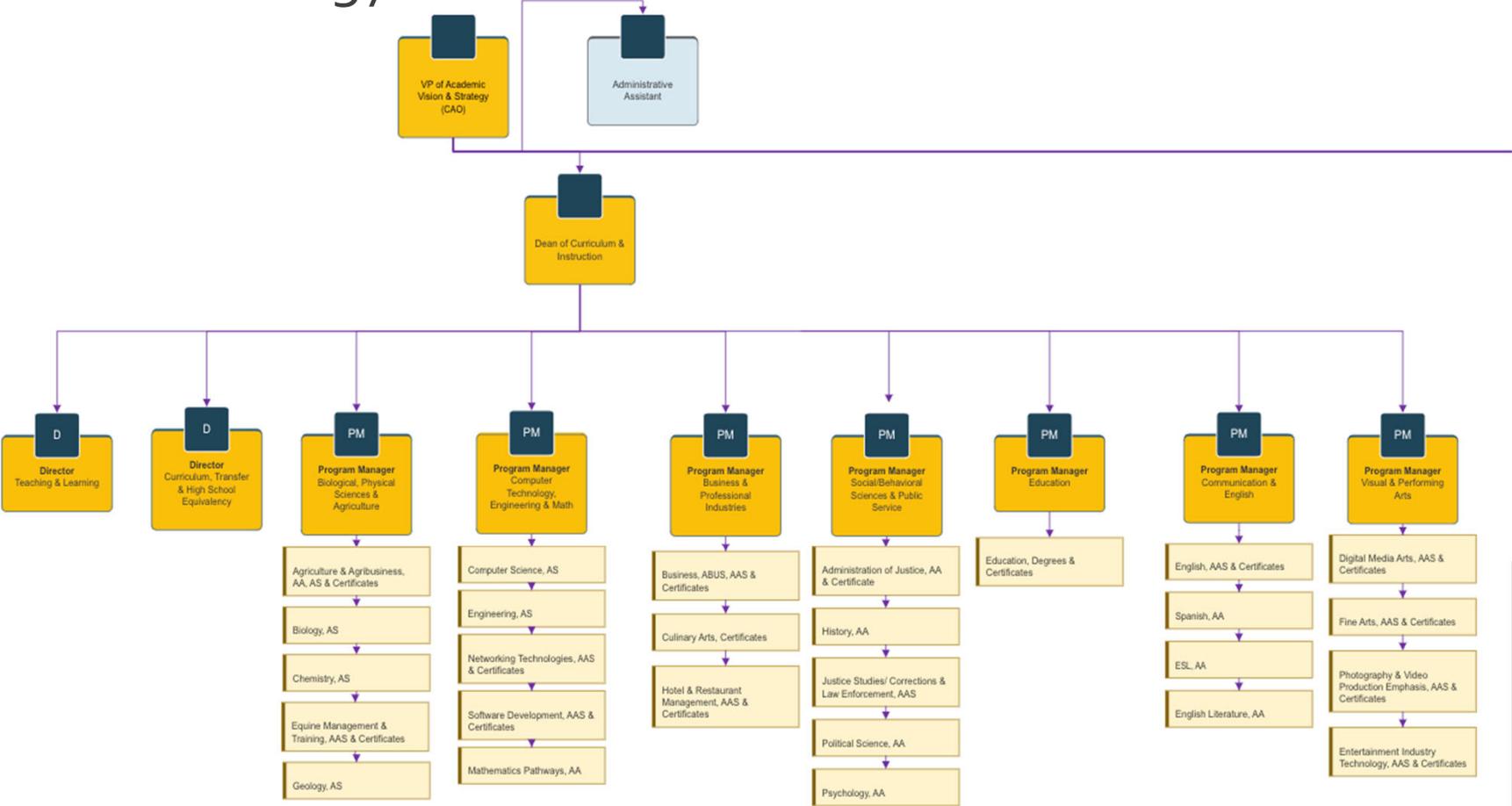
- Science Lab Manager and Coordinator II - Science Labs
- Purchasing: Fiscal Technician
- Facilities: Foreman (Grounds), Foreman (Maintenance), Facilities Assistant III (Grounds), and Facilities Assistant III (Custodial)
- ITS: Technology Support Generalist/IT Generalist, ERP Functional Analyst (Student Services, Finance, & Financial Aid), Senior Network Analyst, Network Analyst, Technology Support Generalist – Software & Imaging Analyst, Senior IT Analyst/Classroom Tech/AV Senior Analyst, and CT Generalist
- Student Life: Student Engagement Coordinator
- AZ@Work Youth Program: Case Management Specialist
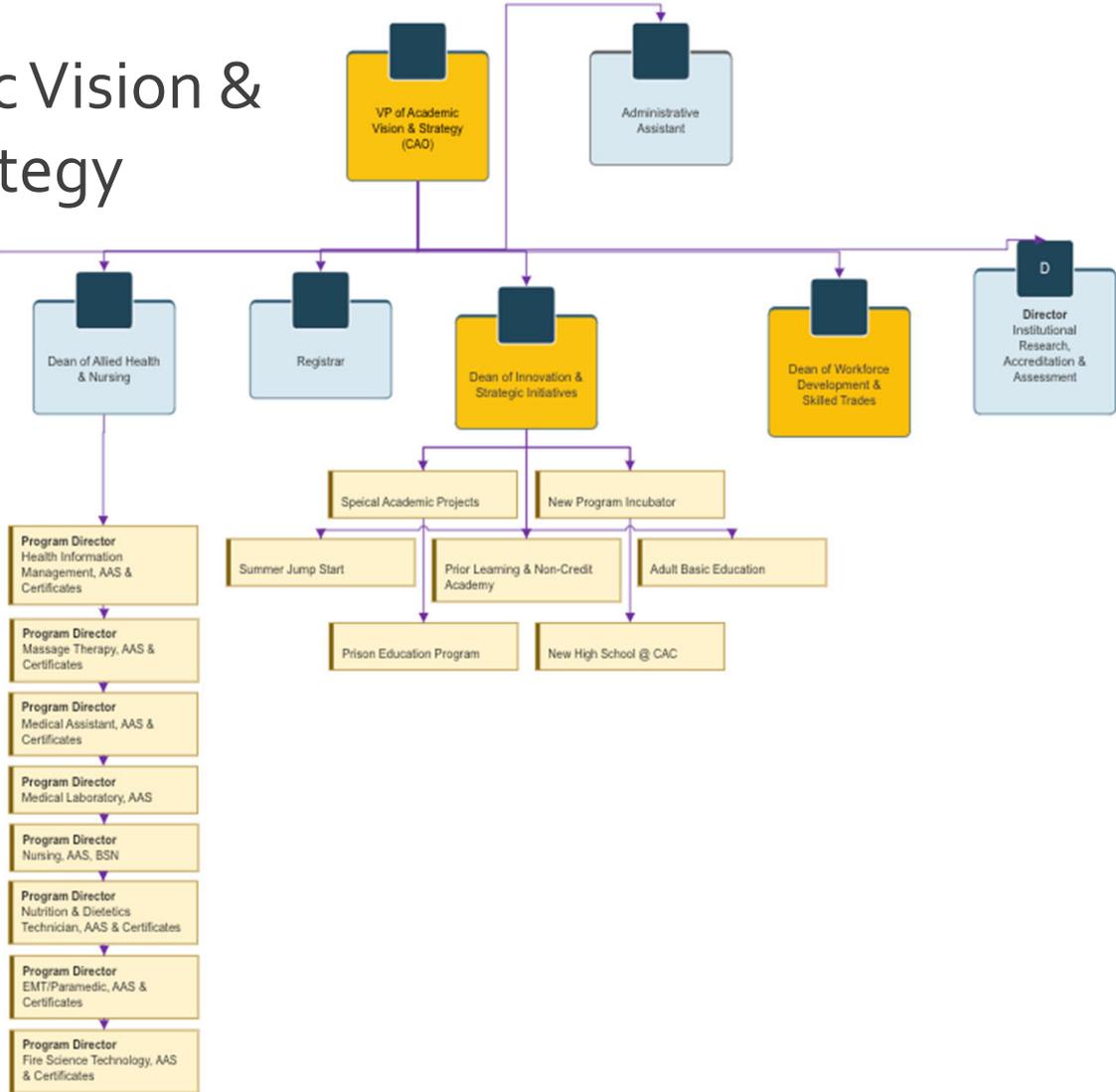
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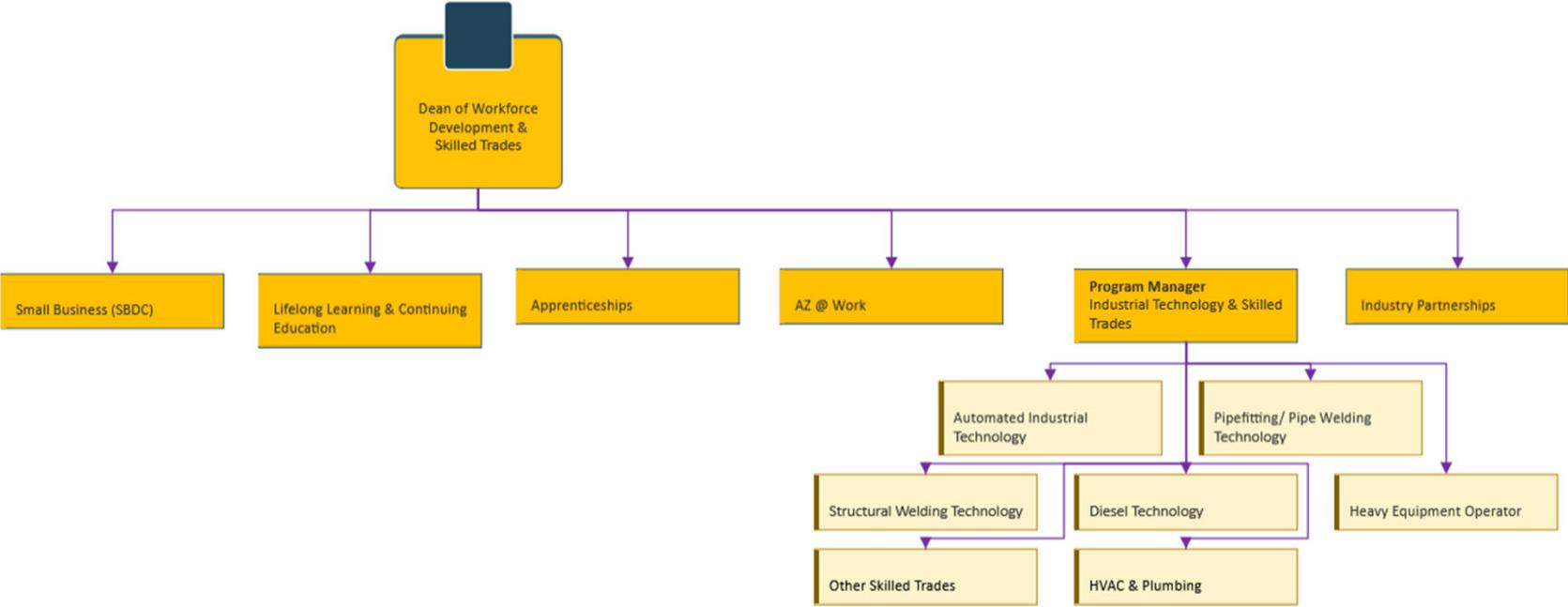
Proposed Organizational Structure
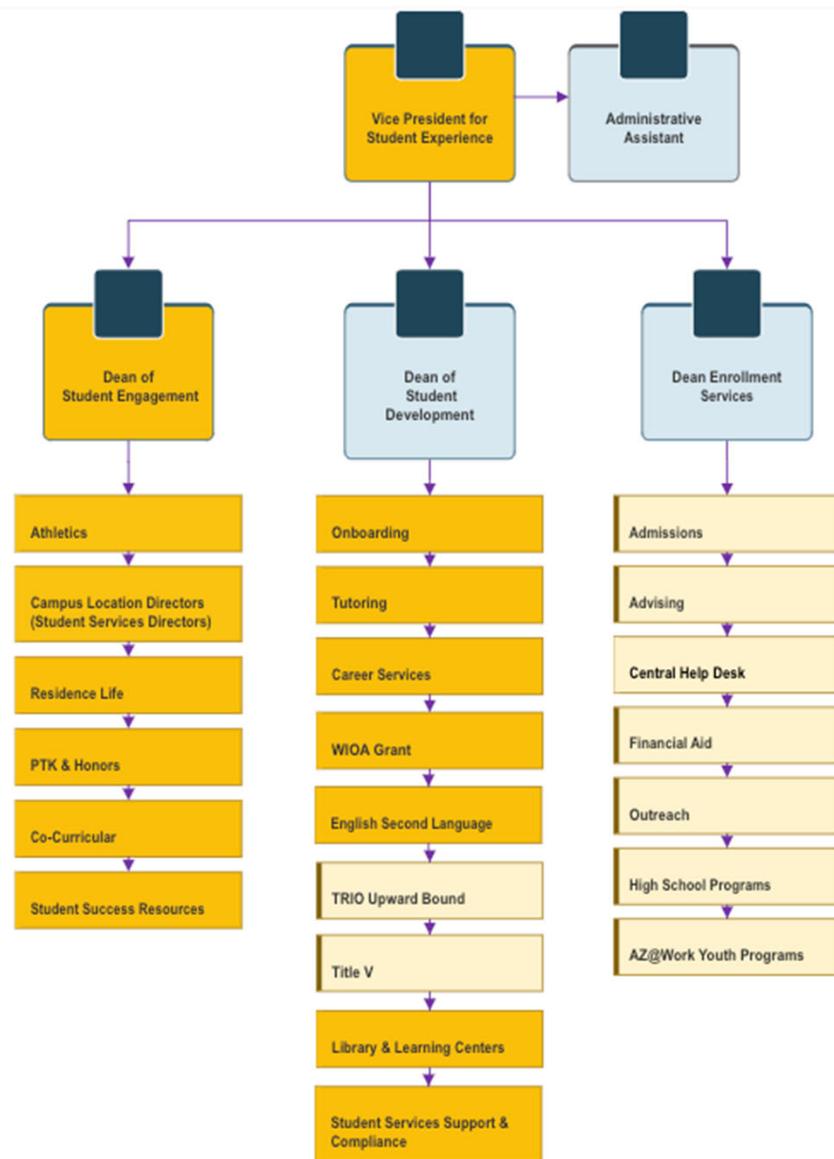
President's Direct Reports
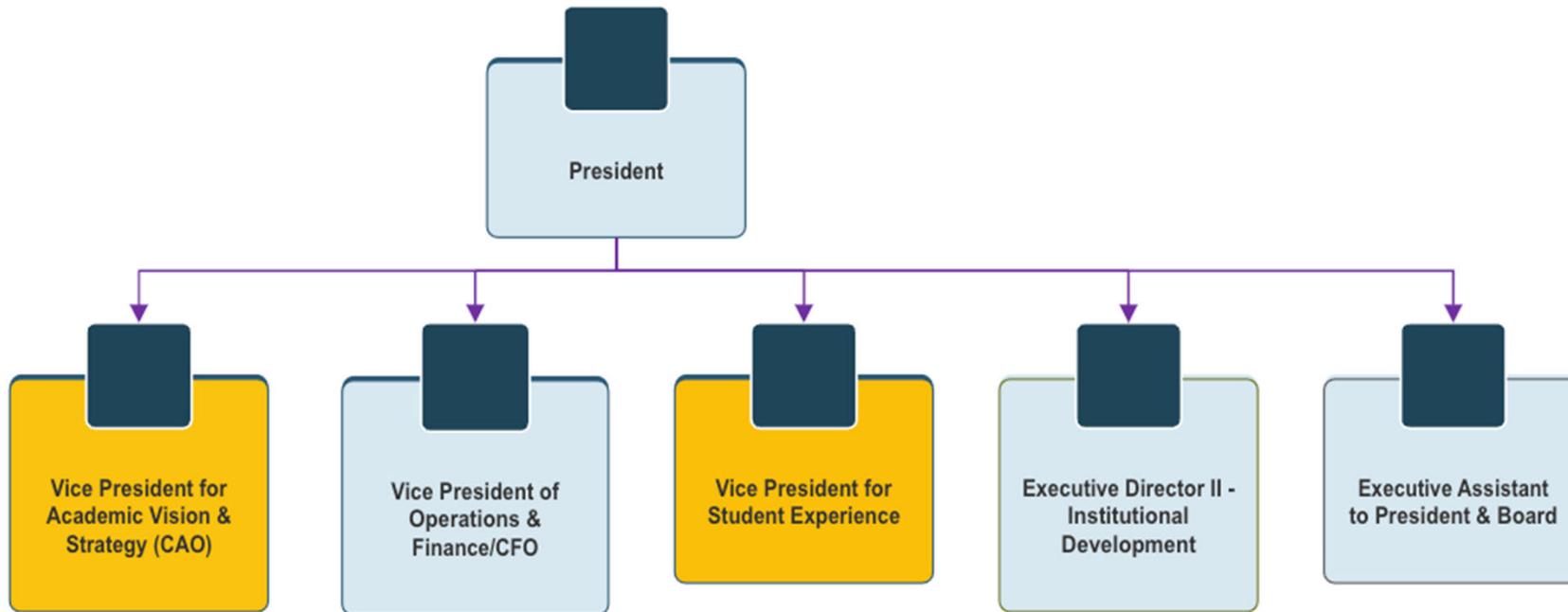
Academic Vision & Strategy

Academic Vision & Strategy

Vice President of Academic Vision
& Strategy (CAO)

Dean of Workforce
Development &
Skilled Trades

Small Business (SBDC)

Lifelong Learning & Continuing
Education

Apprenticeships

AZ @ Work

Program Manager
Industrial Technology & Skilled
Trades

Industry Partnerships

Automated Industrial
Technology

Pipefitting/ Pipe Welding
Technology

Structural Welding Technology

Diesel Technology

Heavy Equipment Operator

Other Skilled Trades

HVAC & Plumbing

Operations & Finance

Recommendations

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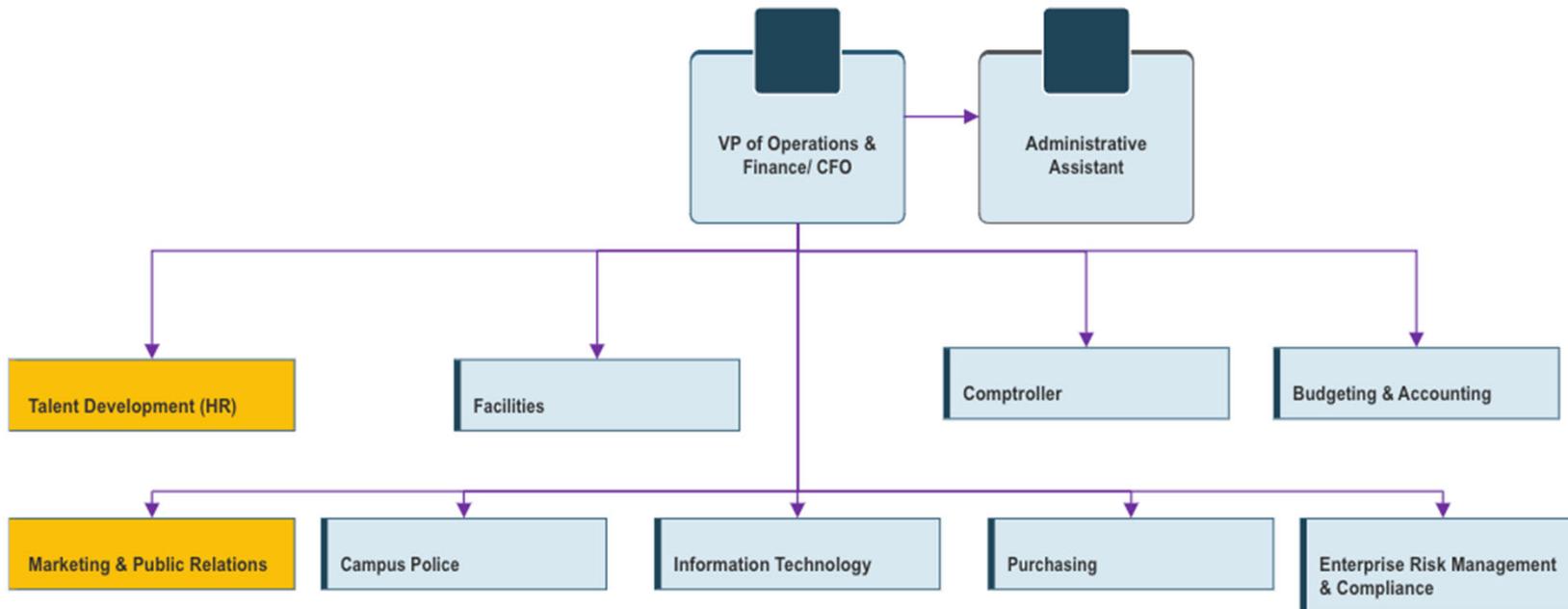
Priority Recommendations

- Review proposed organizational structure and determine which changes will best position CAC for future growth and prosperity

- Leverage technology integration by finding a permanent and reliable solution to reduce manual labor

- Align CAC positions with CUPA-HR definitions to improve accuracy, foster institutional buy-in, and empower leaders

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Recommendations

- Implement a Position Control Process to create a consistent procedure for reviewing replacement and/or new staffing requests

- Adopt a consistent classification system for all CAC positions utilizing the Title & Definition Matrix as a resource

- Implement an annual staffing analysis using CUPA-HR data and Credo's methodology to ensure a standardized and strategic approach to workforce planning

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Questions?

What We Heard

Central Arizona College Staffing Analysis

Proposed Organizational Structure

Recommendations

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Thank You!