

PERSONNEL REPORT

FISCAL YEAR 2022



ABOUT THIS REPORT

A.R.S.§41-751 (D) requires the board to submit an annual report on its personnel that includes:

1. Information concerning the number of employees affected by and reasons for turnover.
2. Information concerning compensation during the preceding year and the coming year.
3. An advisory recommendation on the salary plan and adjustments.
4. Overtime pay.

ABOUT THE ARIZONA BOARD OF REGENTS

The Arizona Board of Regents is committed to ensuring access for qualified residents of Arizona to undergraduate and graduate institutions; promoting the discovery, application, and dissemination of new knowledge; extending the benefits of university activities to Arizona's citizens outside the university; and maximizing the benefits derived from the state's investment in education.

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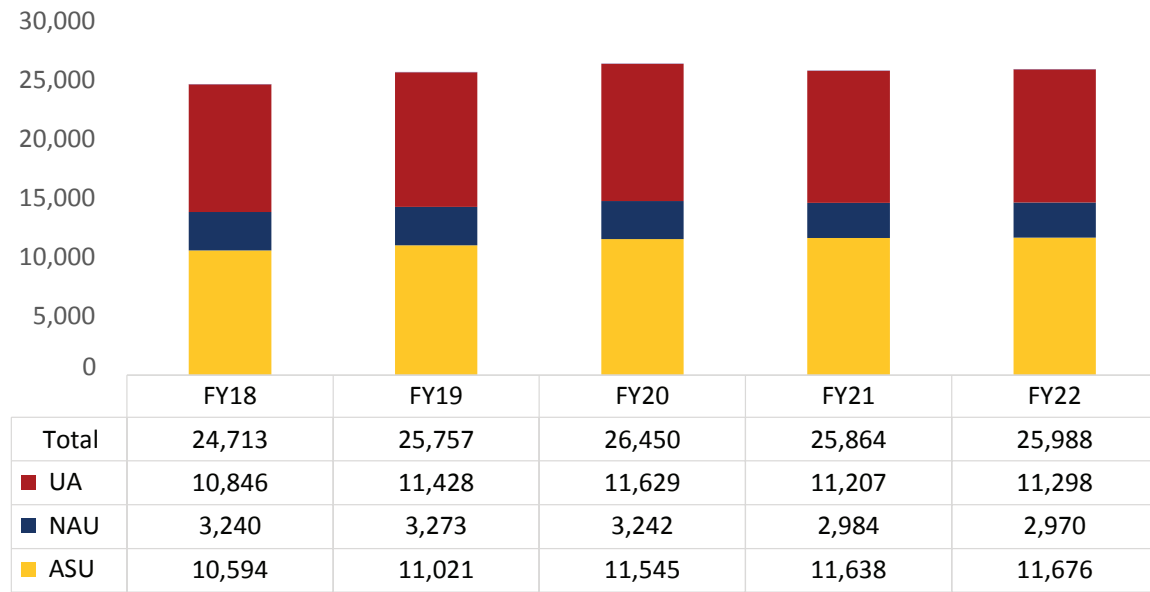
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EMPLOYEE POPULATION

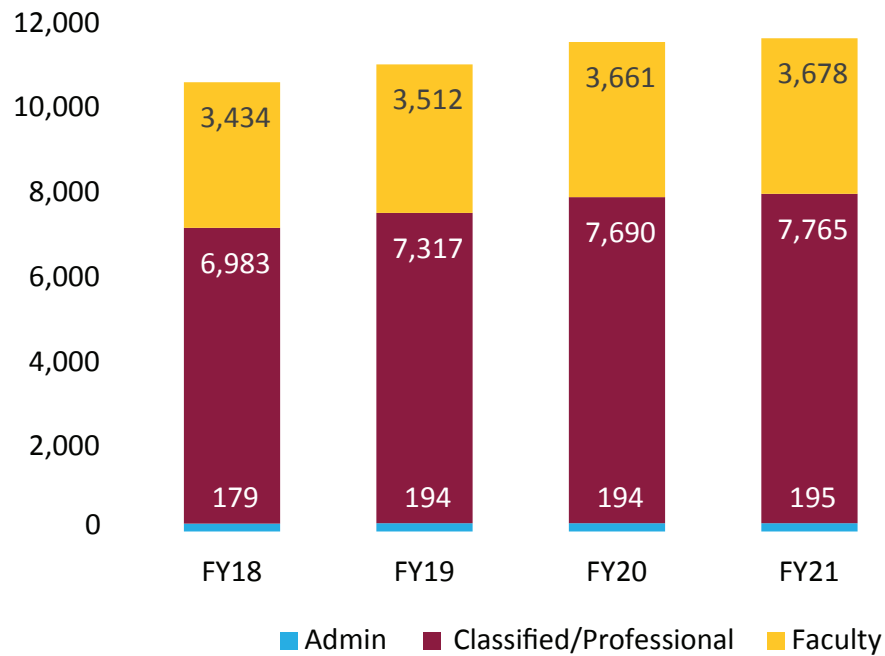
In fiscal year 2022, the total number of benefits eligible employees in Arizona's public university system was just under 26,000, representing an increase of approximately 5 percent between fiscal years 2018 and 2022. However, this personnel increase is significantly less than student enrollment growth, which increased 14 percent during the same period. University employment is divided into four categories - faculty, administrative staff, professional staff and classified staff.

ARIZONA UNIVERSITY SYSTEM EMPLOYEE POPULATION¹

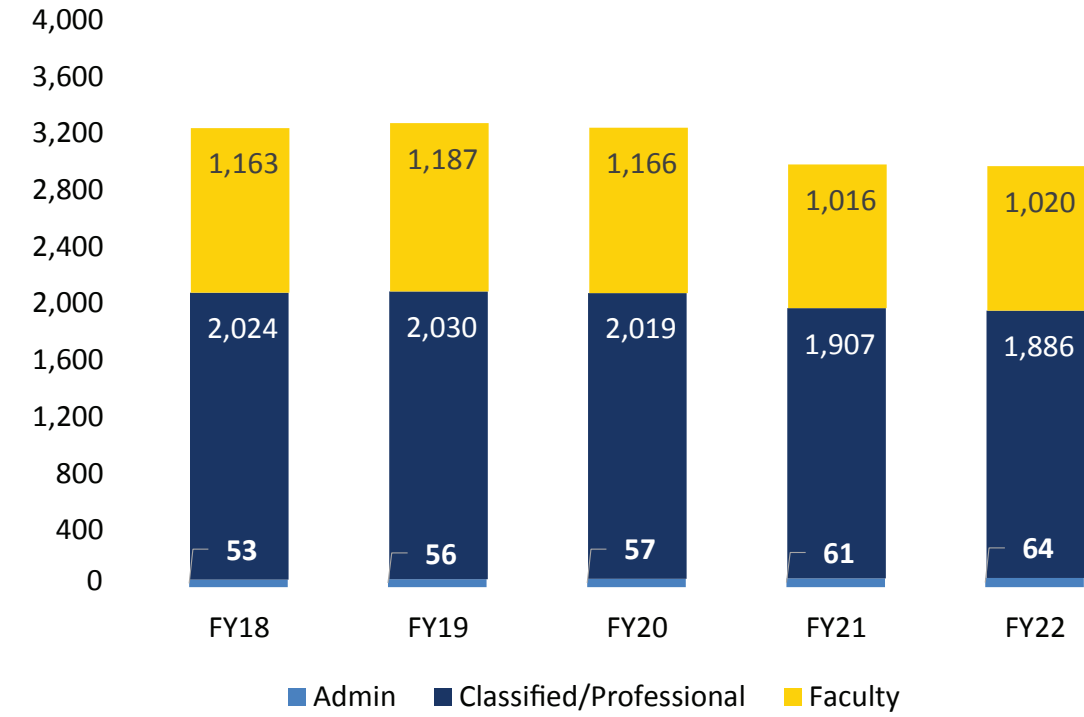


¹ Only Benefits-Eligible Included ■ ASU ■ NAU ■ UA

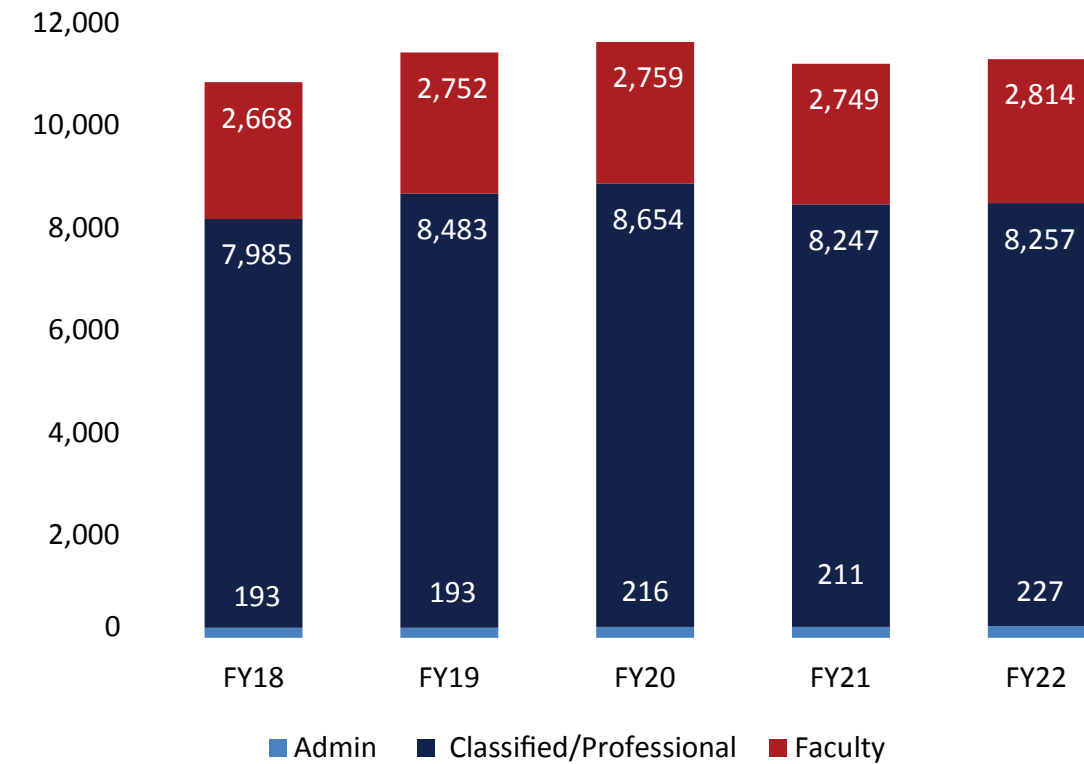
ASU EMPLOYEE BY TYPE



NAU EMPLOYEE BY TYPE



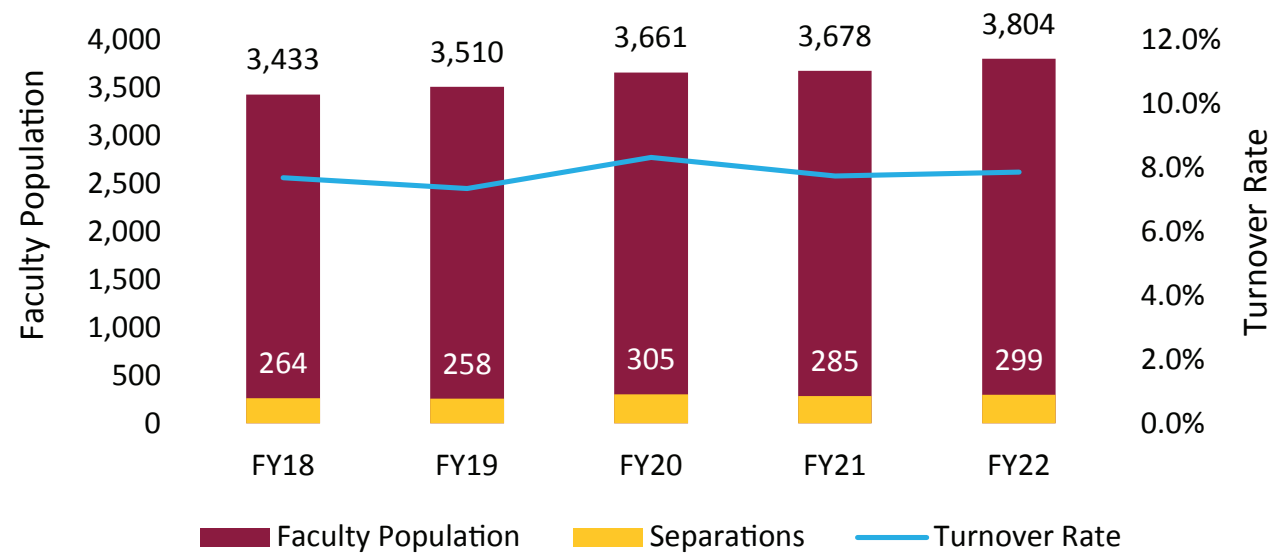
UA EMPLOYEE BY TYPE



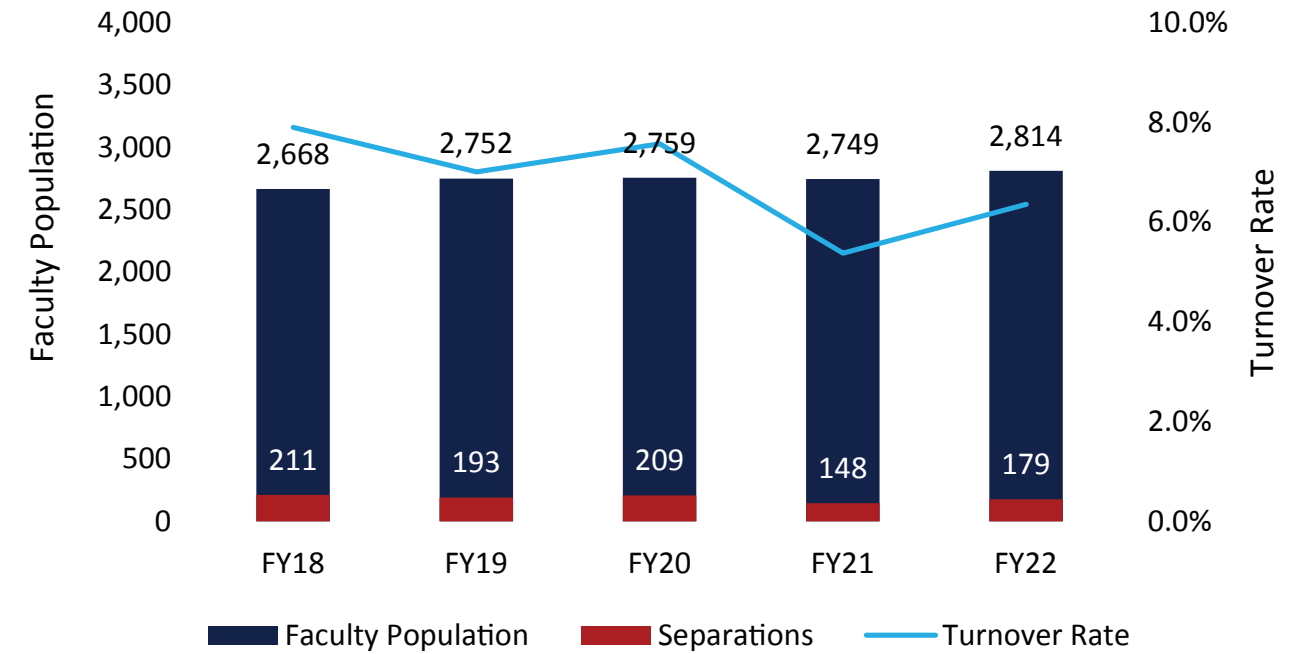
FACULTY TURNOVER REMAINS FAIRLY CONSISTENT

Turnover rates among faculty at Arizona’s public universities remain fairly consistent over the last five years, with a minor spike in fiscal year 2020 due to the pandemic. In fiscal year 2022, the University of Arizona had the lowest turnover rate among the three institutions at just over 6 percent. Northern Arizona University historically experiences the highest turnover rate, typically ranging between 10 and 15 percent. This instability is largely due to the higher cost of living in Flagstaff.

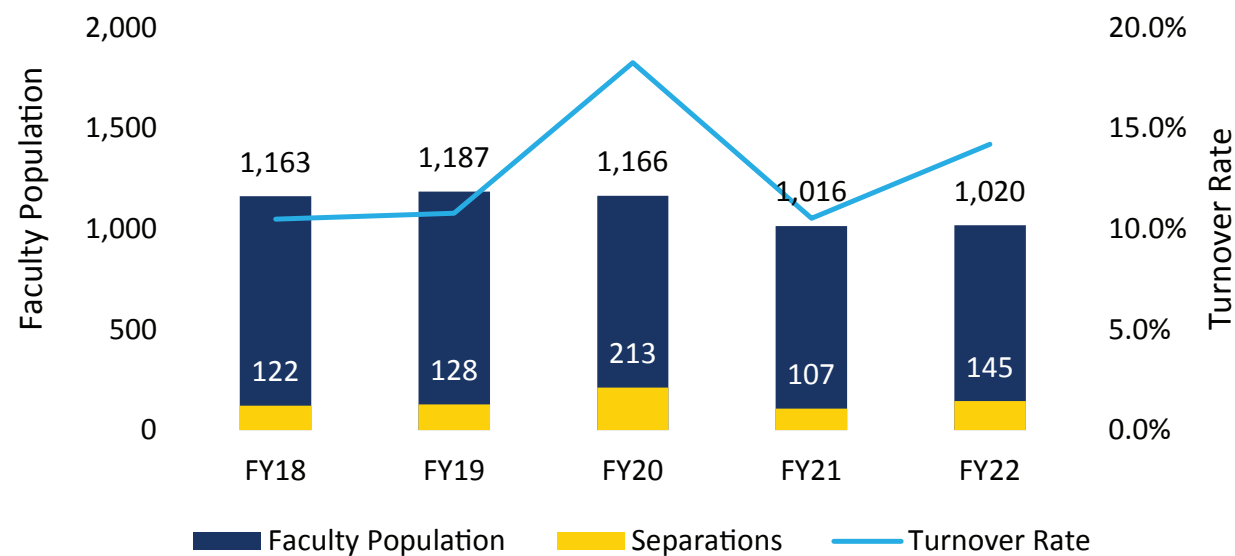
ASU FACULTY SEPARATIONS AND TURNOVER RATE



UARIZONA FACULTY SEPARATIONS AND TURNOVER RATE



NAU FACULTY SEPARATIONS AND TURNOVER RATE



STAFF TURNOVER

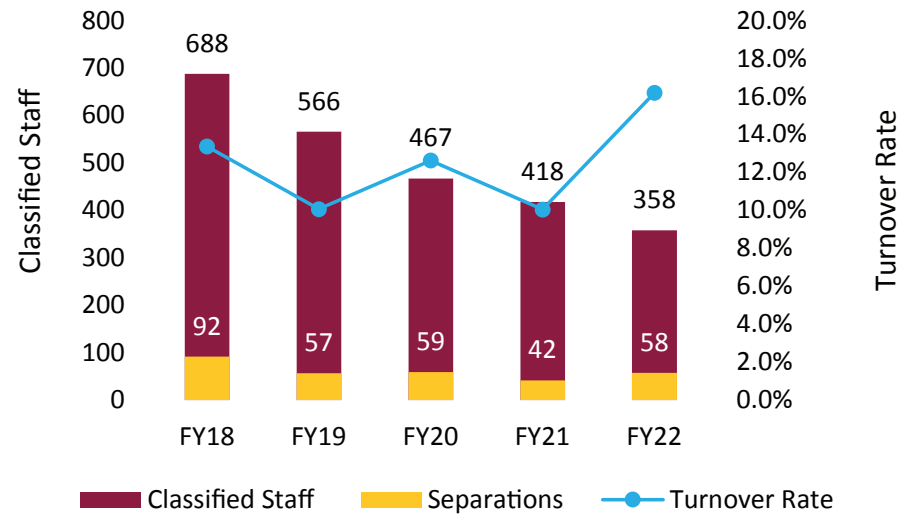
As outlined in the below table, staff turnover is generally higher than faculty departures at all three of Arizona’s public universities. In fiscal year 2022, ASU saw historic levels of turnover in all three categories of non-faculty employment. NAU turnover remained high, but stable with a continued reduction in administrative staff turnover. UArizona’s changes were within historic norms. Variances in turnover at the three institutions generally reflect the employment market in their locations.

FY 2022 AVERAGE TURNOVER RATE FOR CLASSIFIED, PROFESSIONAL AND ADMIN STAFF

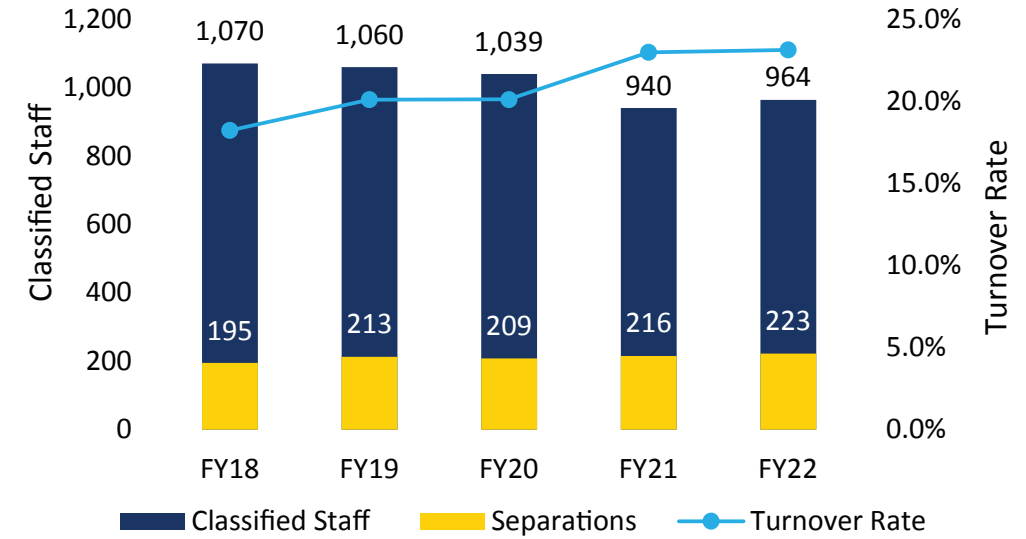
	CLASSIFIED	PROFESSIONAL/ UNIVERSITY STAFF*	ADMIN
ASU	16.2%	23.6%	9.1%
NAU	23.1%	19.8%	10.9%
UARIZONA	11.5%	12.8%	7.5%

* Professional includes academic and service professionals. University staff carry a secondary designation of “administrative,” “professional” or “other.”

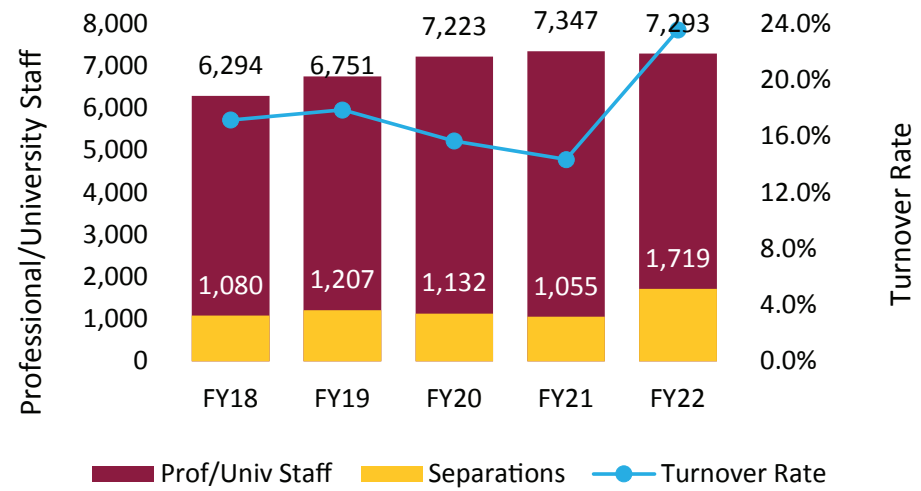
ASU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



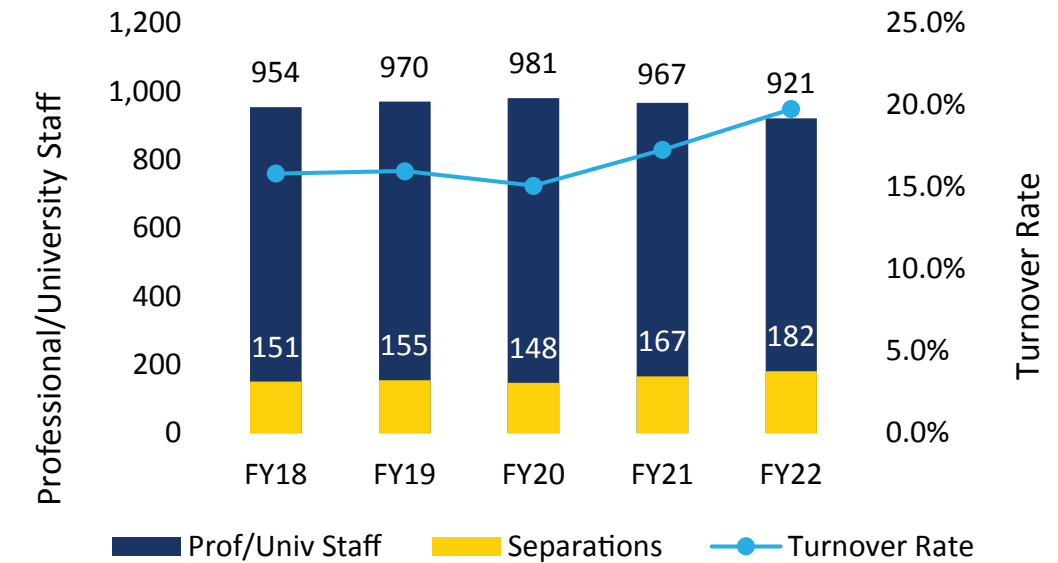
NAU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



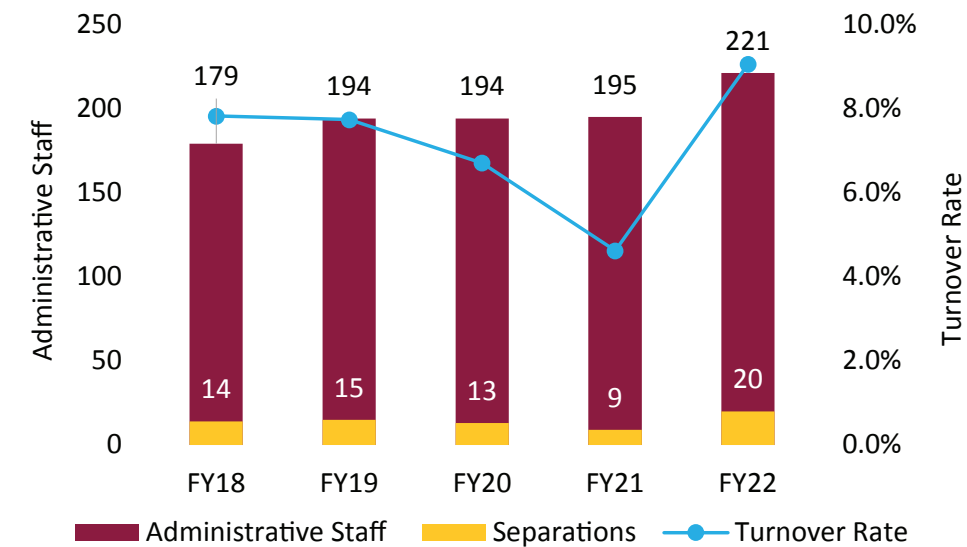
ASU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



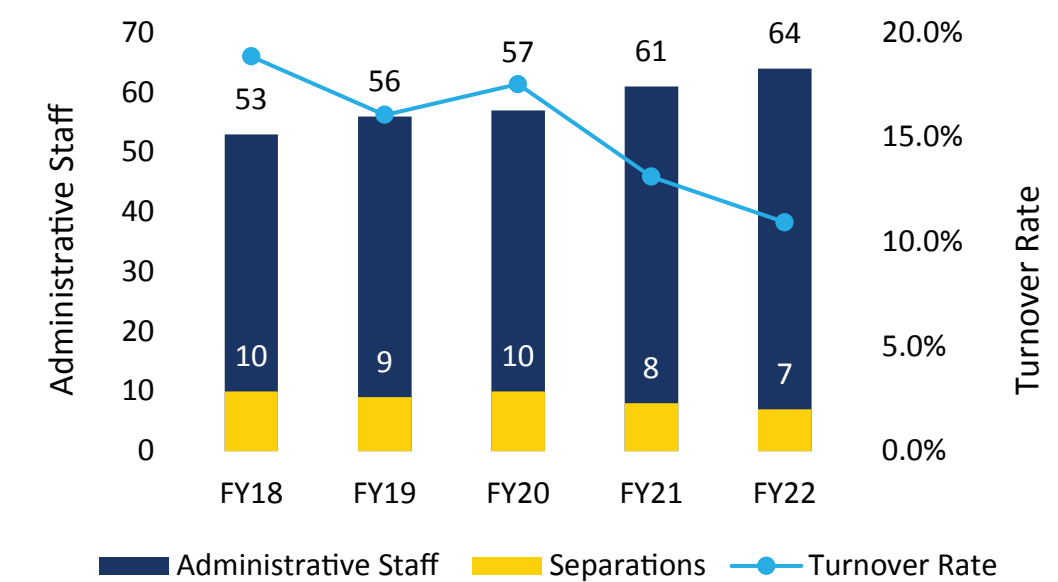
NAU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



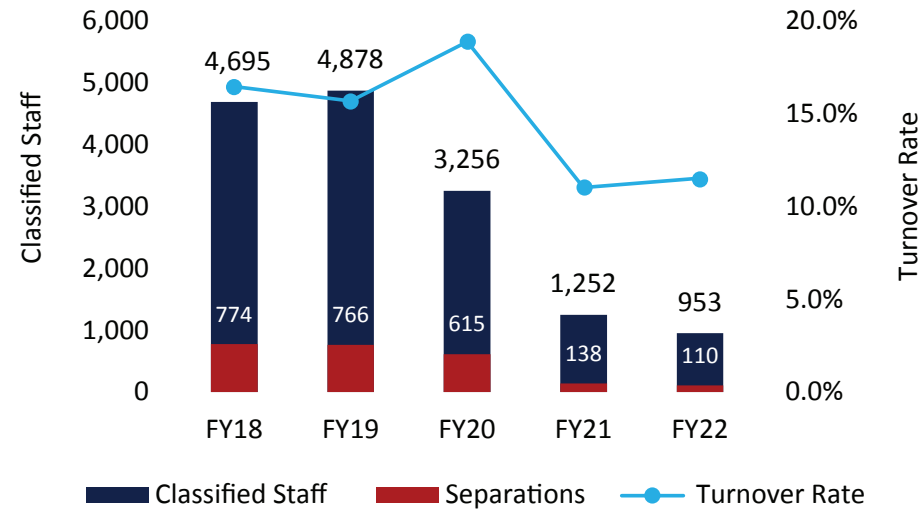
ASU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



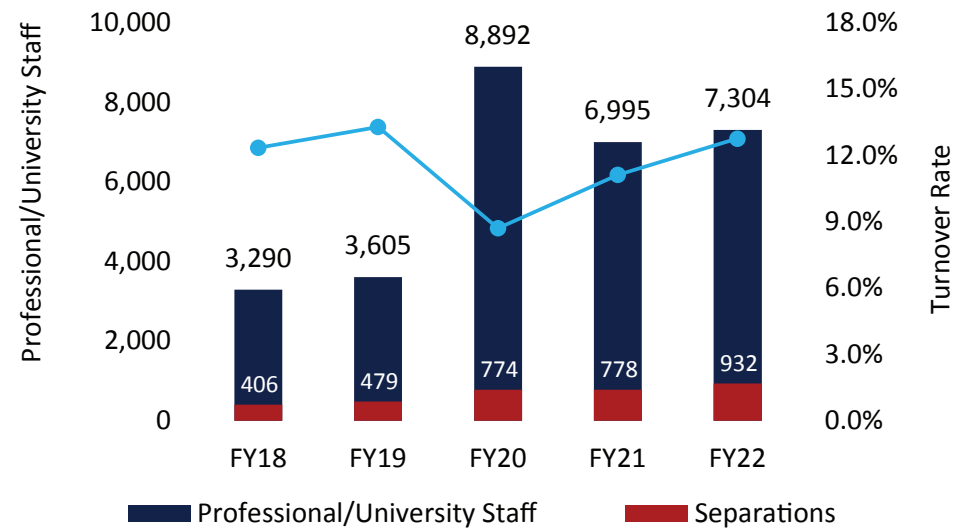
NAU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



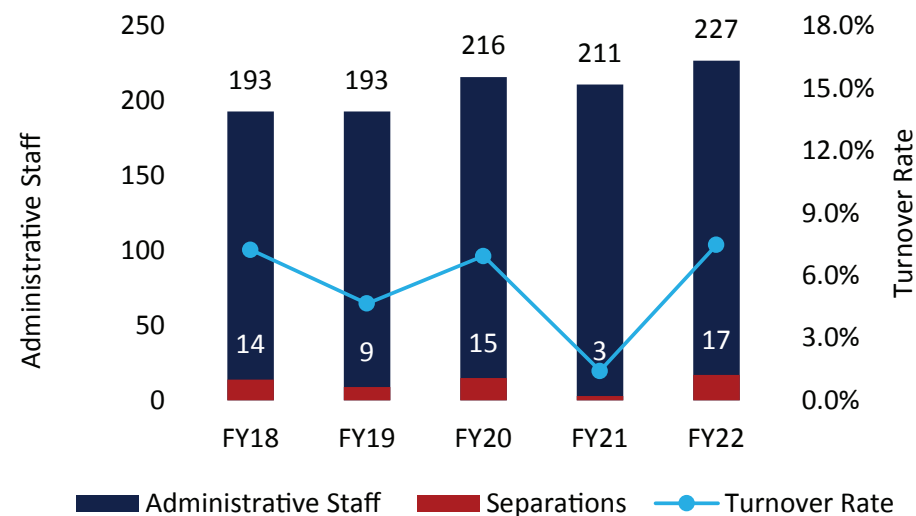
ARIZONA CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



ARIZONA PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



ARIZONA ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE

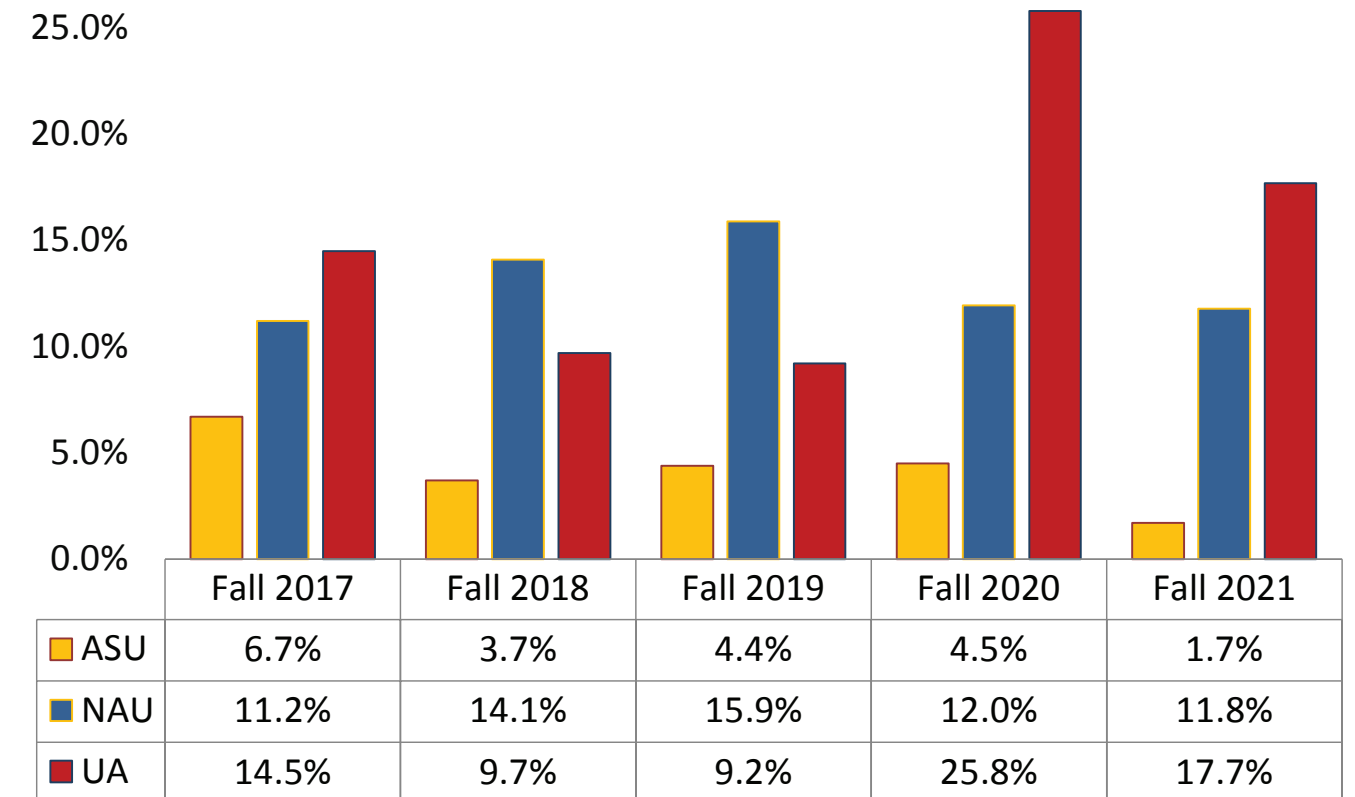


MARKET COMPARISONS

To assess the competitiveness of Arizona public university system salaries, the universities and board office conduct an annual comprehensive market study to determine employee pay. Data on average and median pay from a variety of salary surveys² constitutes the basis of this analysis.

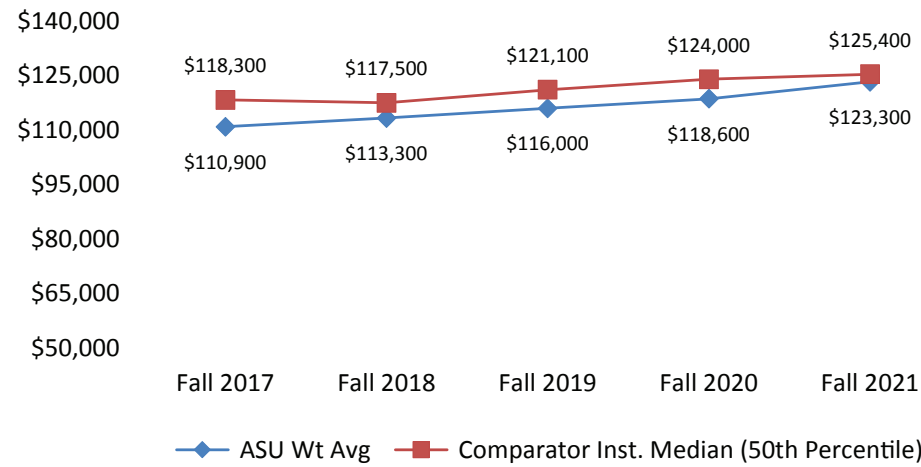
- For faculty, the universities calculate average and median salaries comparing faculty salaries in Arizona to those at comparator institutions using the most recent data (fiscal year 2021) from the American Association of University Professors (AAUP). These comparisons include all ranked faculty – professors, associate professors and assistant professors.
- Nearly all of the universities’ comparator institutions pay higher average salaries than Arizona’s three universities, demonstrating the challenges Arizona faces. ASU is nearing the median of its comparator institutions, ranking ninth among the 15 comparator institutions; NAU ranks No. 12 among 14 comparator institutions; and UArizona is last among its comparator institutions.

ARIZONA UNIVERSITY SYSTEM MAIN CAMPUSES AVERAGE FACULTY SALARY INCREASE NEEDED TO REACH MEDIAN OF PEERS

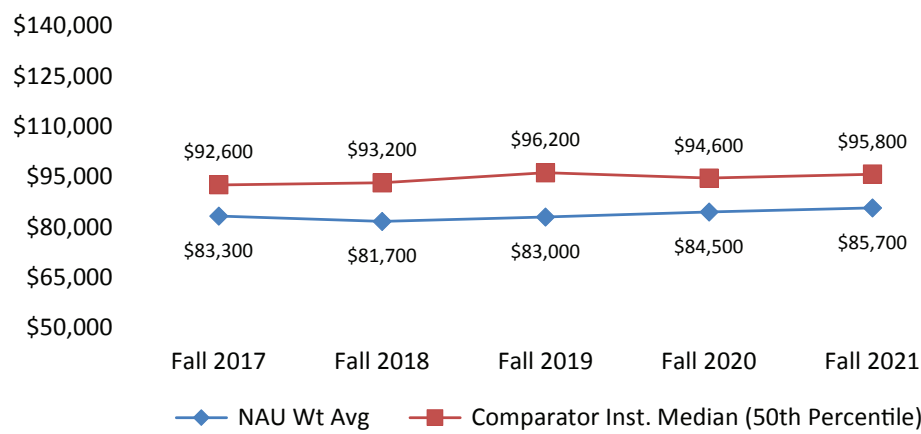


²American Association of University Professors (AAUP), Association of American Medical College (AAMC), Association of American Universities Data Exchange (AAUDE), Association of Research Libraries (ARL), College and University Professional Association of Human Resources (CUPA-HR), State Higher Education Executive Officers (SHEEO) Staffing and Salary Survey, Bureau of Labor Statistics (BLS), other local and job-specific survey data.

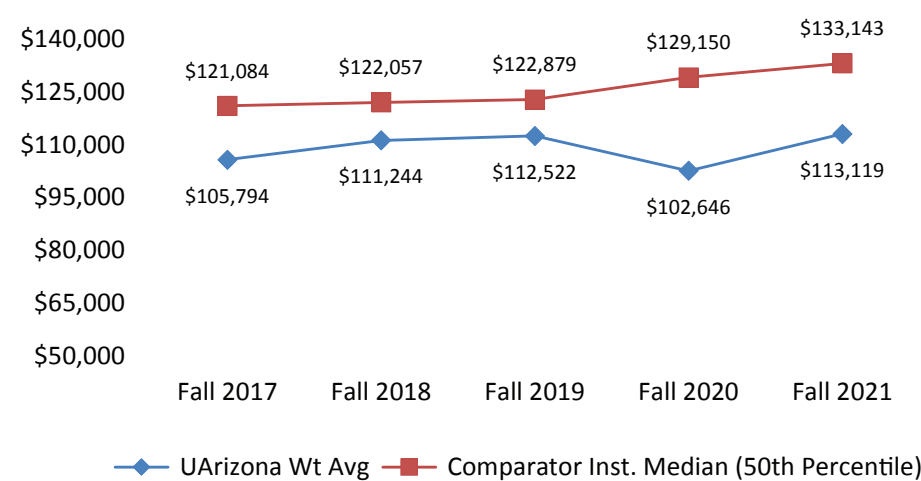
ASU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



NAU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



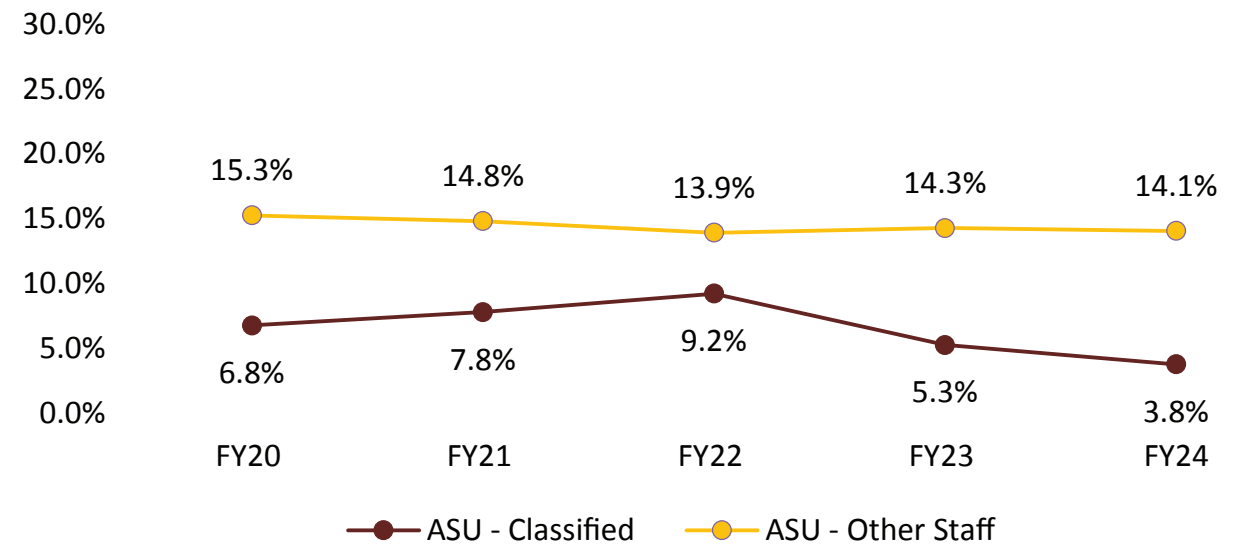
UARIZONA AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



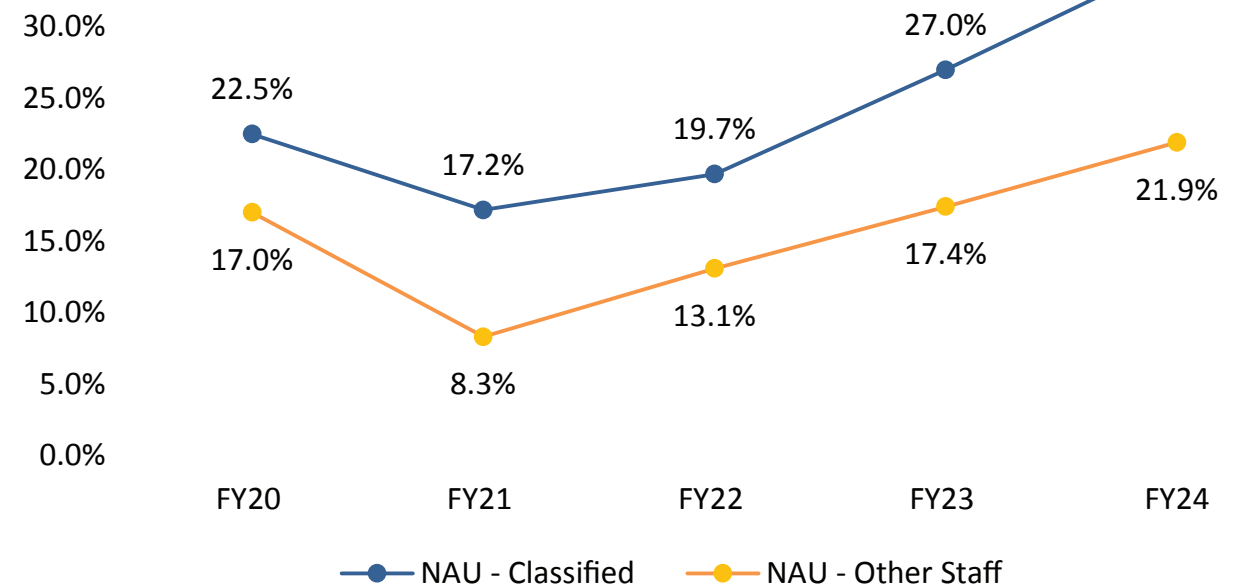
- For staff, the universities and system office use market survey data. For jobs where direct comparison data is available, the calculation is the difference between average market salaries and university staff average salaries. For titles with no direct comparison data, similar employee categories are used.

STAFF INCREASES NEEDED TO REACH MARKET

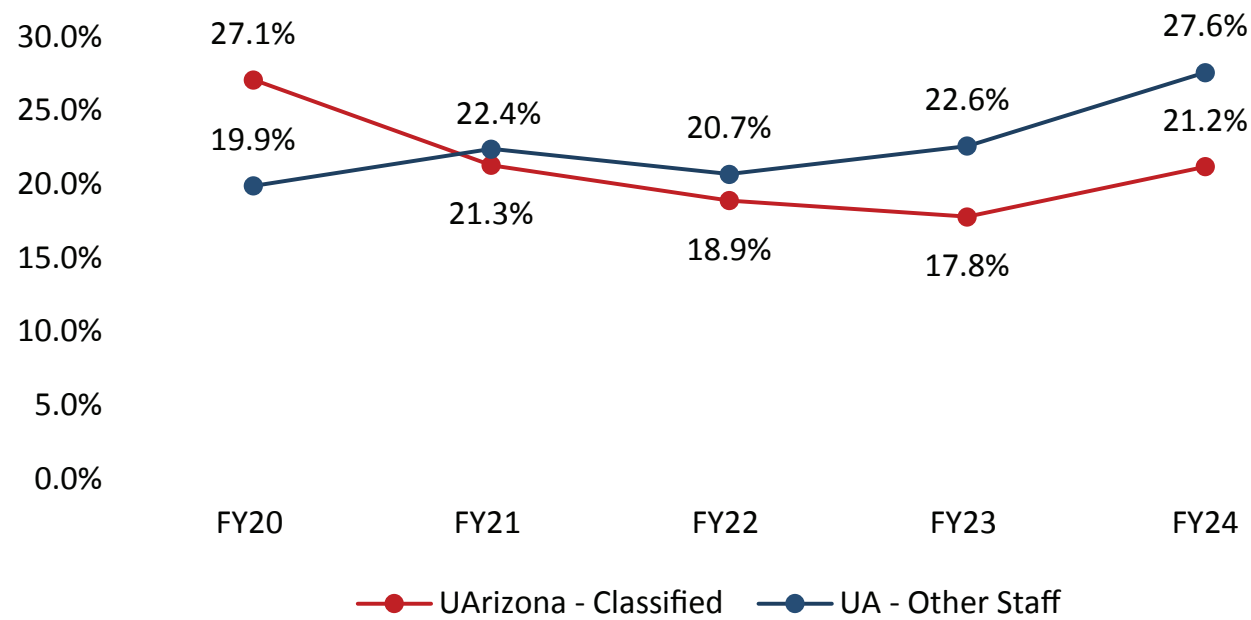
ASU STAFF SALARY INCREASE TO REACH MARKET



NAU STAFF SALARY INCREASE TO REACH MARKET



UARIZONA STAFF SALARY INCREASE TO REACH MARKET



*Other staff is defined as professional staff, university staff category and administrative staff.

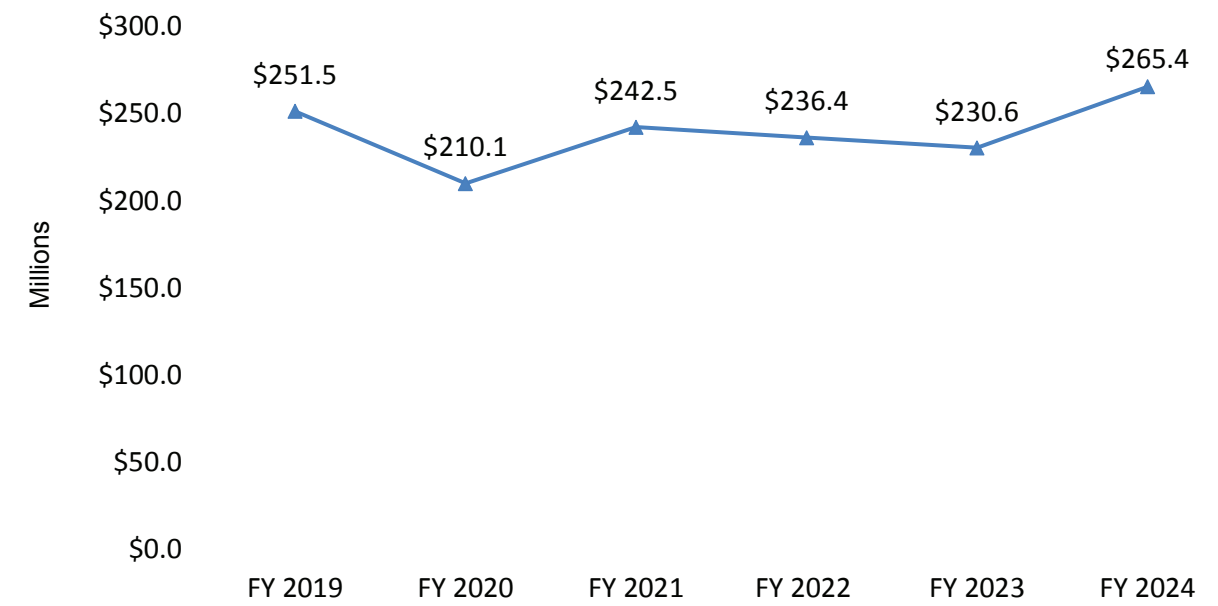
RESOURCES NEEDED TO MEET MARKET LEVELS

Unmet salary need is the amount needed to raise average faculty salaries to the median of their peers and to raise other staff salaries to the average in other relevant labor markets. For fiscal year 2024, the projected unmet salary need for the Arizona public university system is \$265.4 million, an increase of 15 percent over the fiscal year 2023 estimate.

Employees' salaries are expected to remain lower than those at peer institutions and in other relevant markets through 2023. The cost to raise the average salaries of current faculty and staff to the targeted levels will further increase as the market continues to move. U.S. salaries are projected to rise by an average of 4.1 percent in 2023, (up slightly from the projected average of 3.3 percent in 2022), thus affecting the universities ability to catch up and keep up with salary needs.

FY 2024 ESTIMATE (IN THOUSANDS)	
ASU	\$100,467.4
NAU	\$46,546.8
UARIZONA	\$118,412.1
TOTAL	\$265,426.3

PROJECTED UNMET SALARY NEED FOR THE ARIZONA UNIVERSITY SYSTEM



³ Society for Human Resource Management (SHRM) 2019/2020 U.S. Compensation Planning Survey

COMPENSATORY TIME AND OVERTIME

Most overtime pay goes toward positions associated with facilities management and campus police. Inclement weather and the response to the COVID-19 pandemic also contributed to overtime worked by employees, as well as the effects of a reduced work force. Total overtime paid from all sources increased from \$4.7 million in fiscal year 2021 to \$6.17 in fiscal year 2022.

FY 2022 COMP TIME AND OVERTIME COSTS (IN THOUSANDS)

	STATE APPROPRIATED			OTHER SOURCES	TOTAL
	COMP	OT	TOTAL	COMP & OT	
ASU	\$156.5	\$702.8	\$859.3	\$1,779.7	\$2,639.0
NAU	\$5.8	\$17.1	\$22.8	\$562.0	\$584.8
UARIZONA	\$119.7	\$909.0	\$1,028.7	\$1,919.7	\$2,948.4
TOTAL	\$282.0	\$1,628.9	\$1,910.8	\$4,261.4	\$6,172.2

