

PERSONNEL REPORT

FISCAL YEAR 2023



ARIZONA BOARD OF
REGENTS
ASU ♦ NAU ♦ UA

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.

REGENTS

- Fred DuVal, Chair
- Cecilia Mata, Chair Elect
- Lyndel Manson, Treasurer
- Robert J. Herbold, Secretary
- Gregg Brewster
- Doug Goodyear
- Jessica Pacheco
- Larry E. Penley
- Katelyn Rees, Student Regent
- David Zaragoza, Student Regent
- Gov. Katie Hobbs, Ex-Officio
- Superintendent Tom Horne, Ex-Officio

ABOR EXECUTIVE DIRECTOR

John Arnold

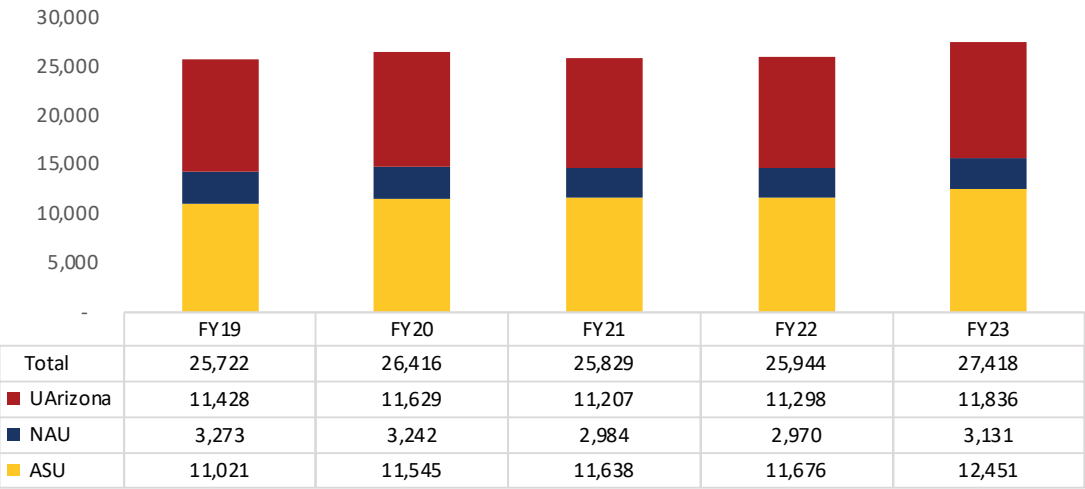
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EMPLOYEE POPULATION

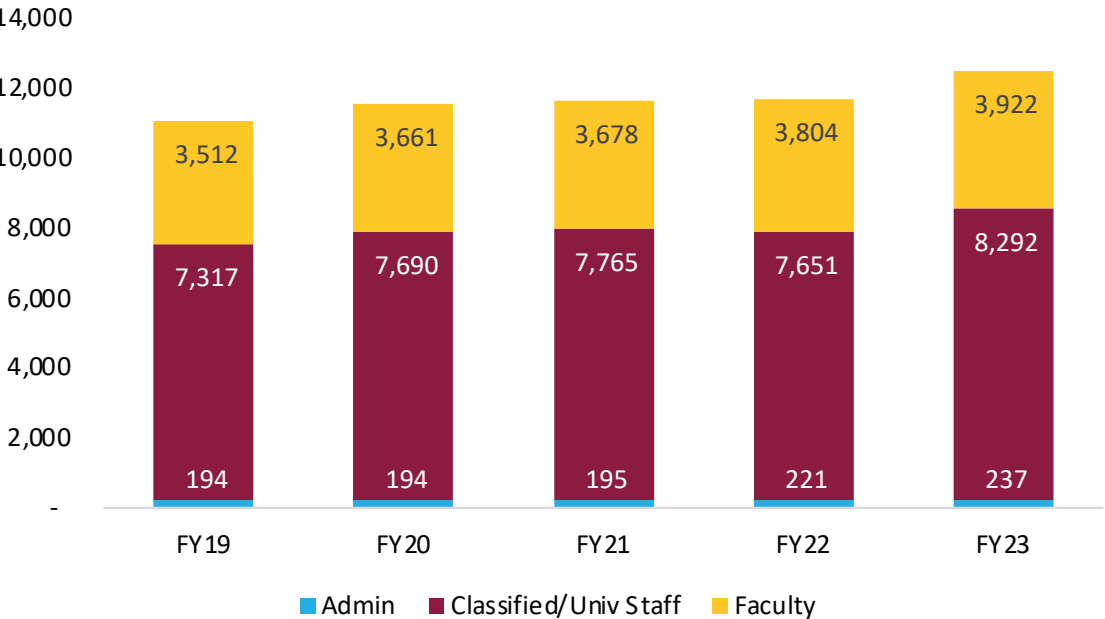
In fiscal year (FY) 2023, the total number of benefits eligible employees in Arizona’s public universities was about 27,400, representing an increase of approximately 6.5 percent between fiscal years 2019 and 2023. However, this personnel increase is significantly less than student enrollment growth, which increased 14 percent during the same period. University employment consists of four broad categories - faculty, administrative staff, professional/university staff, and classified staff.

ARIZONA UNIVERSITY SYSTEM EMPLOYEE POPULATION¹

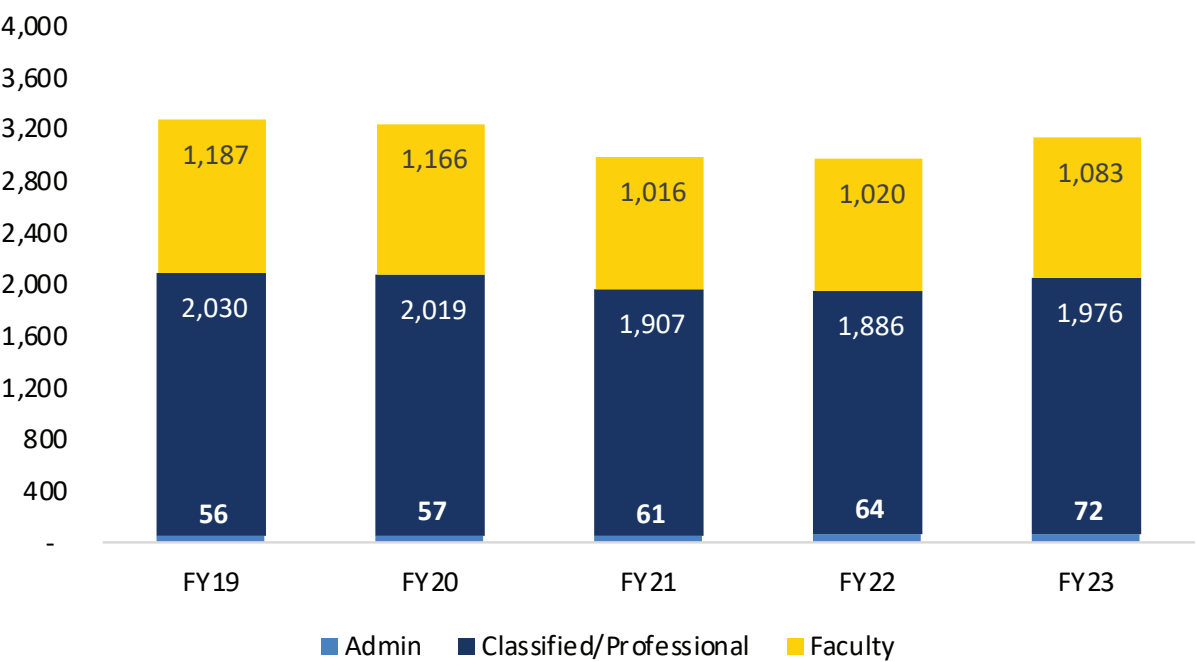


¹ Only Benefits-Eligible Included

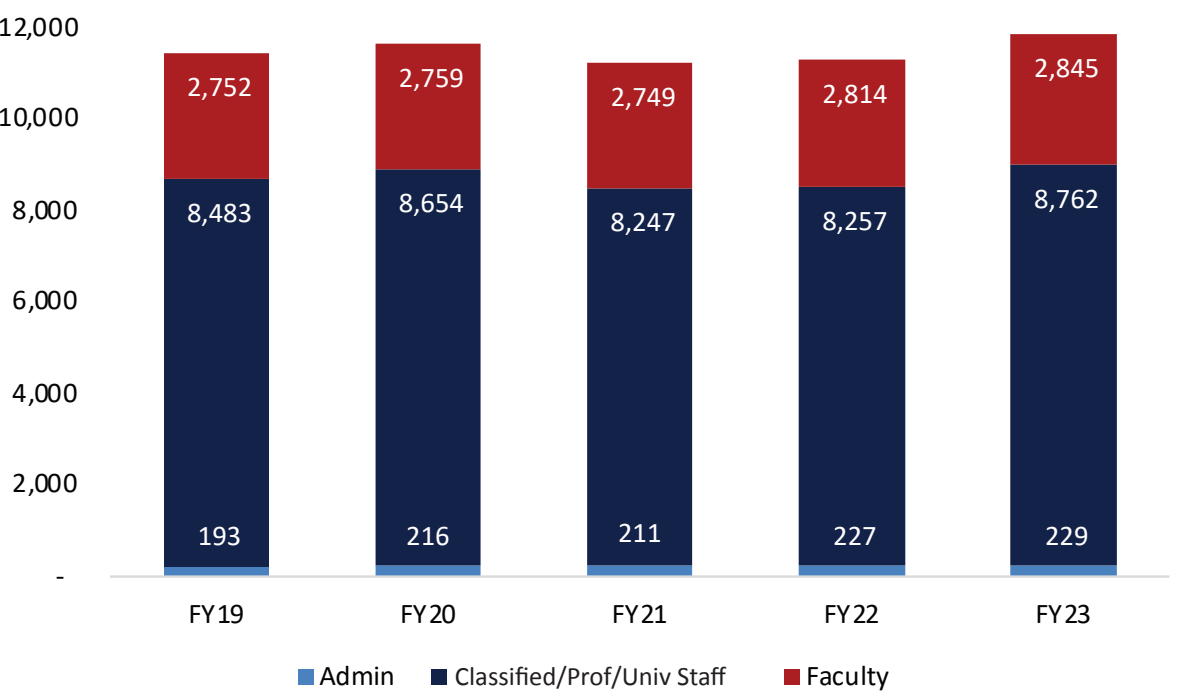
ASU EMPLOYEE BY TYPE



NAU EMPLOYEE BY TYPE



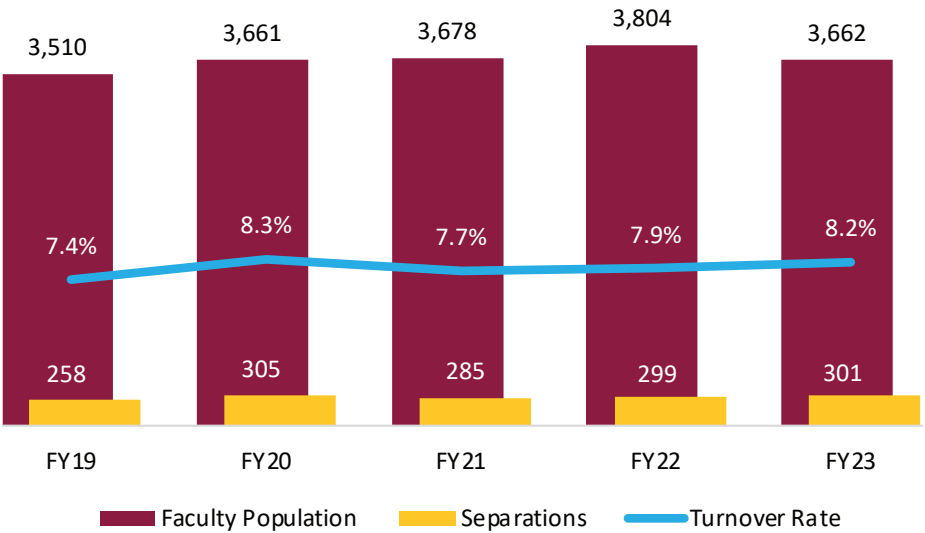
UARIZONA EMPLOYEE BY TYPE



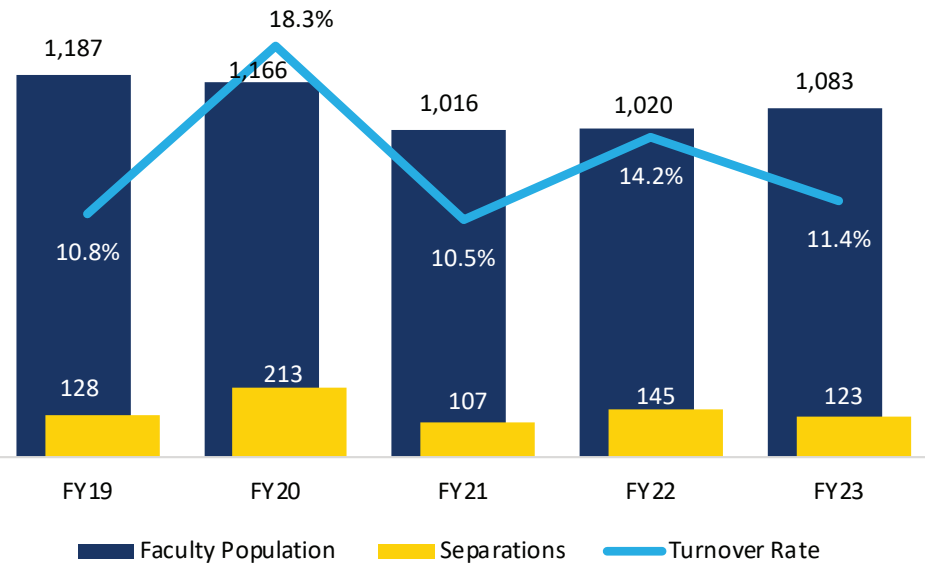
FACULTY TURNOVER REMAINS FAIRLY CONSISTENT

Turnover rates among faculty at Arizona’s public universities have remained consistent over the last five years, with an aberrant spike in FY 2020 due to the pandemic. In fiscal year 2023 the University of Arizona (UArizona) had the lowest turnover rate among the three institutions at just over 4.0 percent. Arizona State University has been consistent at around 8.0 percent. In FY 2023, Northern Arizona University (NAU) saw a notable decrease in faculty turnover from 14.2 percent in FY 2022 to 11.4 percent in FY 2023, bringing it closer to pre-pandemic levels. Northern Arizona University historically experiences a higher turnover rate due to the higher cost of living in Flagstaff.

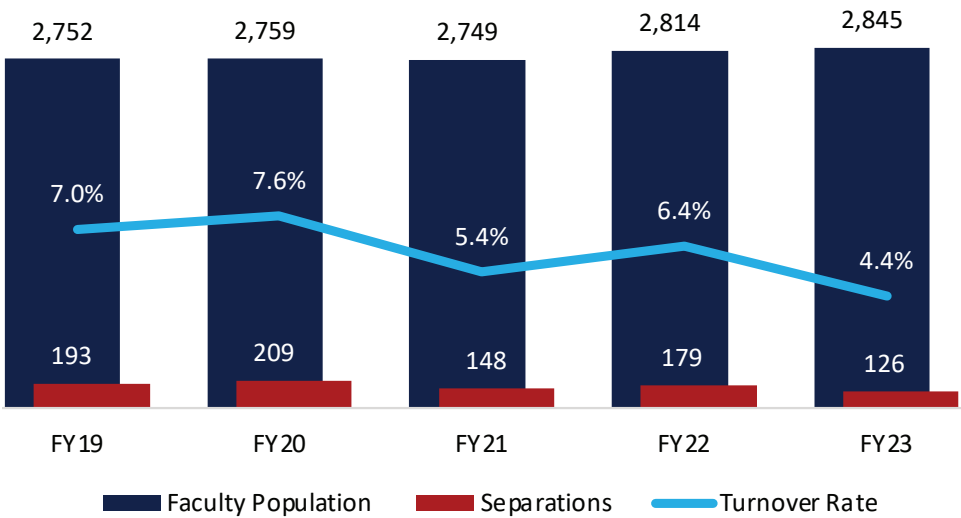
ASU FACULTY SEPARATIONS AND TURNOVER RATE



NAU FACULTY SEPARATIONS AND TURNOVER RATE



UARIZONA FACULTY SEPARATIONS AND TURNOVER RATE



STAFF TURNOVER

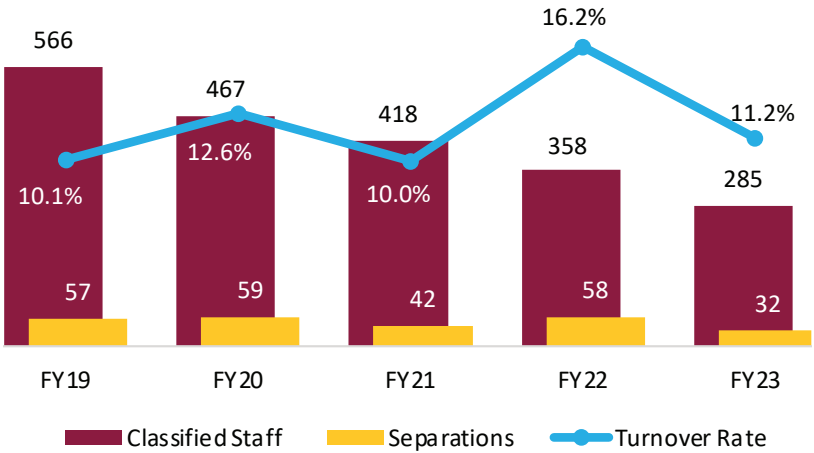
In FY 2023, all three universities saw a decrease in staff turnover in all three categories of non-faculty employment. ASU saw significant improvements in the classified and university staff categories, decreasing the turnover rate by 5.0 percent and 6.0 percent, respectively. NAU’s turnover remains high for classified staff but experienced a decrease of 3.0 percent in turnover and a significant reduction of 6.0 percent for professional staff. UArizona staff turnover is consistent across all three employment categories with reductions of about 2.0 percent. Variances in turnover among the three institutions reflect the employment market in their respective locations.

FY 2023 AVERAGE TURNOVER RATE FOR CLASSIFIED, PROFESSIONAL AND ADMIN STAFF

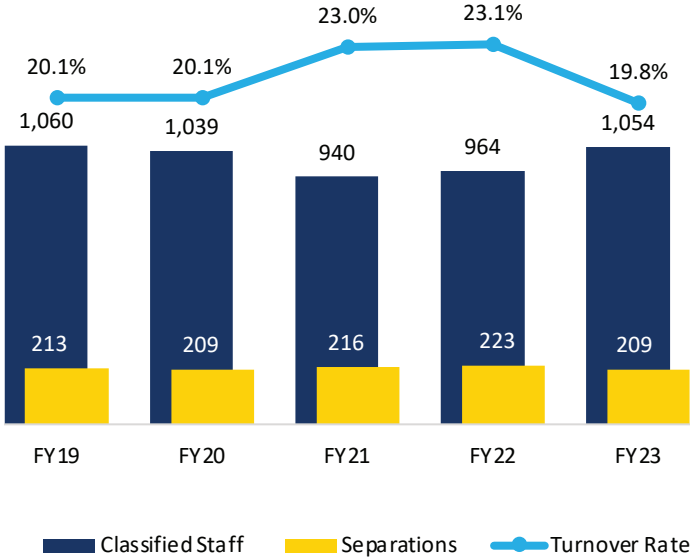
	CLASSIFIED	PROFESSIONAL/ UNIVERSITY STAFF*	ADMIN
ASU	11.2%	17.6%	8.0%
NAU	19.8%	13.9%	9.8%
UARIZONA	9.5%	11.0%	5.2%

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

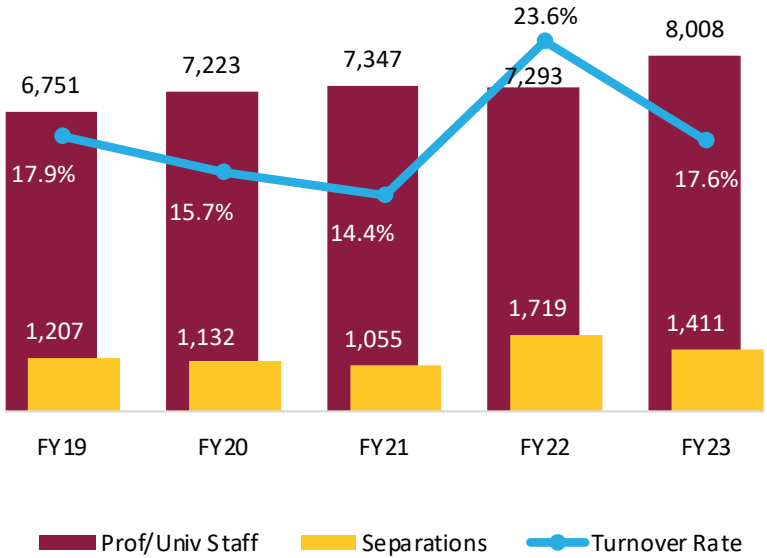
ASU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



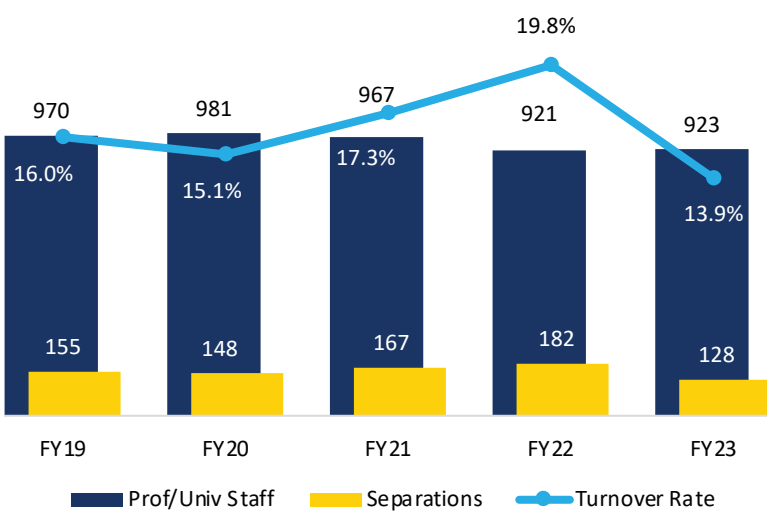
NAU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



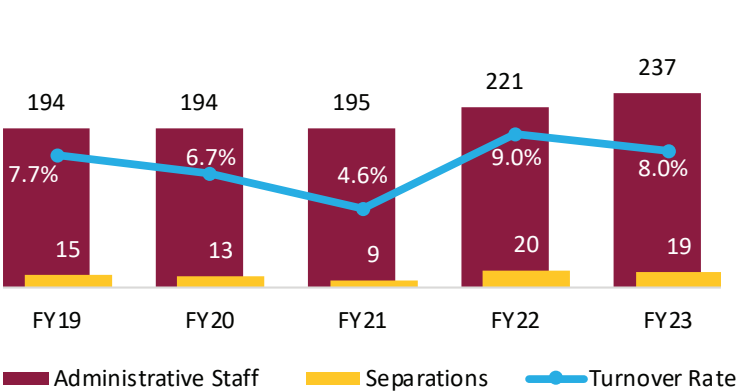
ASU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



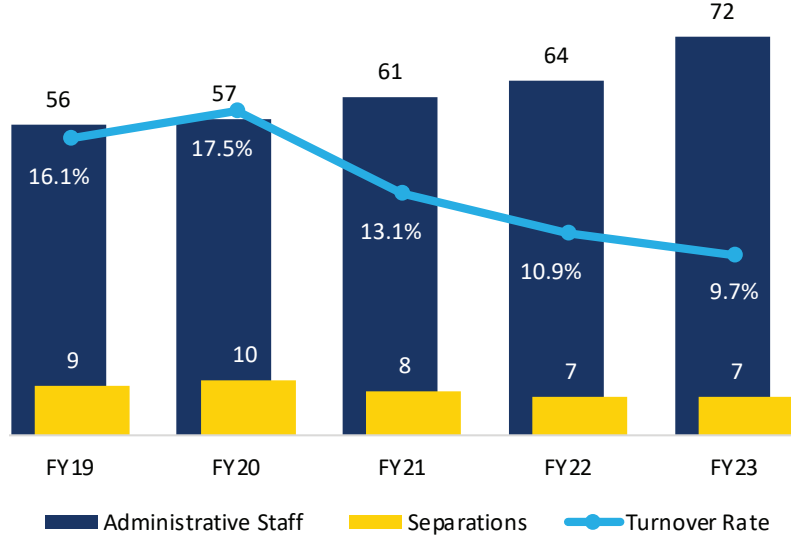
NAU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



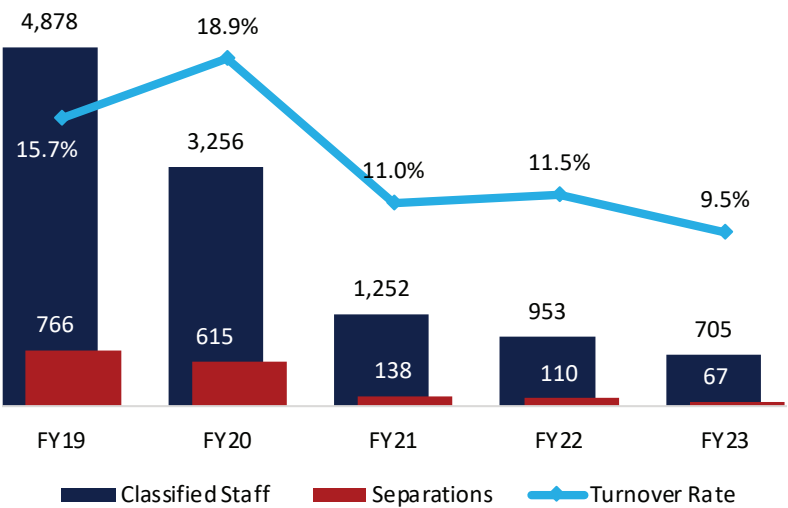
ASU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



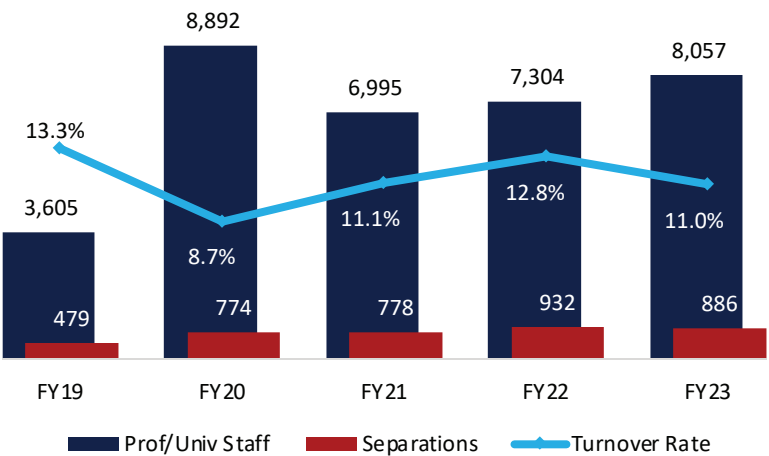
NAU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



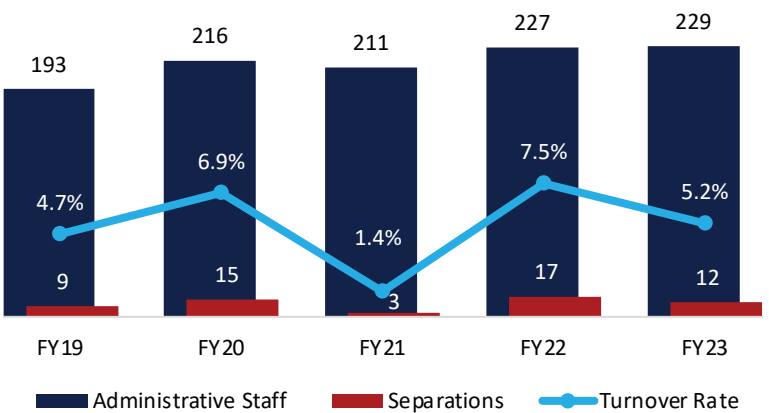
UARIZONA CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



UARIZONA PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



UARIZONA ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE

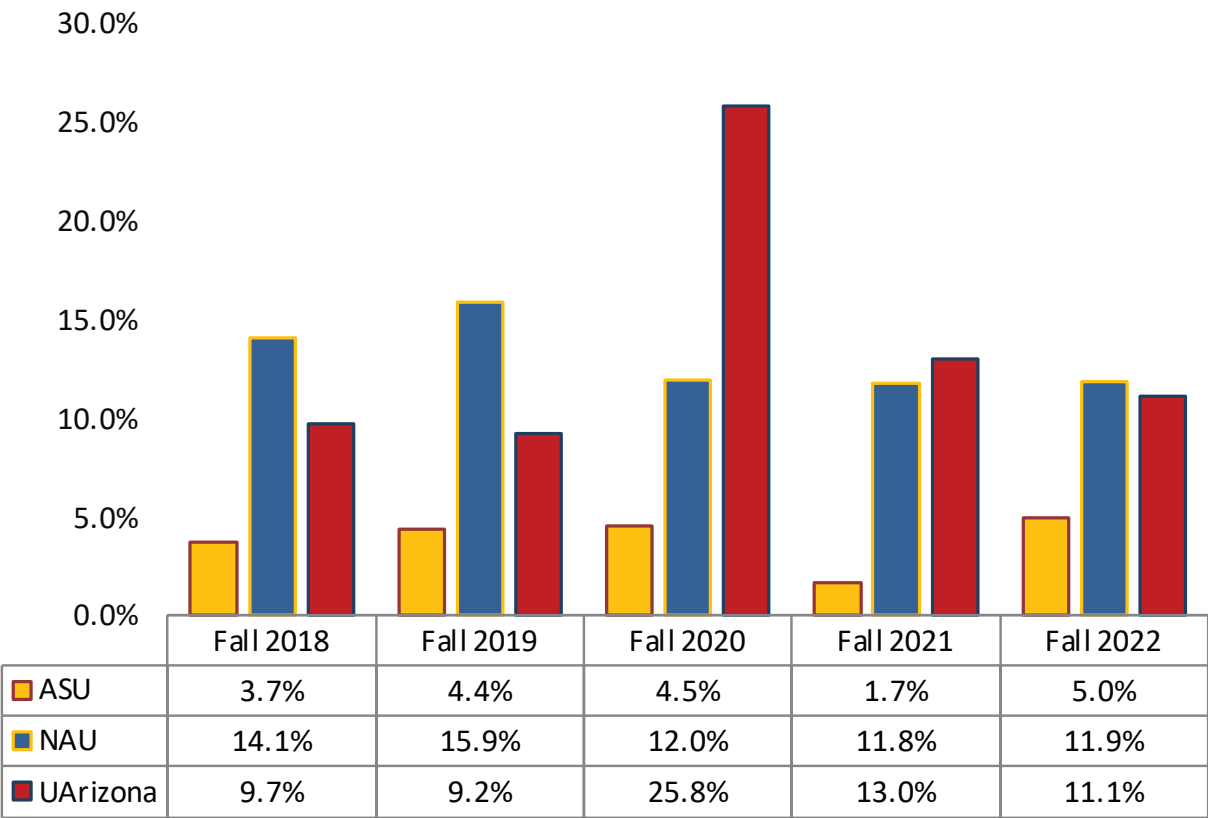


MARKET COMPARISONS

To assess the competitiveness of Arizona University System salaries, the universities conduct an annual comprehensive market study to determine employee pay. Data on average and median pay from a variety of salary surveys¹ is the basis of this analysis.

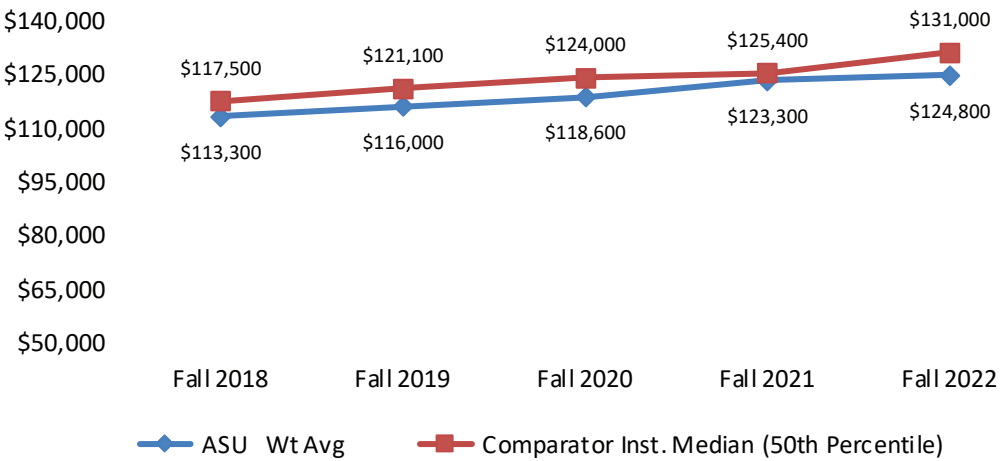
- For faculty, the universities calculate average and median salaries comparing faculty salaries in Arizona to those at comparator institutions using the most recent data (FY 2023) from the American Association of University Professors (AAUP). These comparisons include all ranked faculty -- professors, associate professors, and assistant professors.
- All the universities' comparator institutions pay higher average salaries than Arizona's three universities, demonstrating the challenges Arizona faces. All three universities' average faculty salaries rank below the median of their comparator institutions. ASU dropped in rank from 9th in FY 2022 to 12th in FY 2023 with four universities ranking below ASU in faculty salaries. NAU improved its position among its comparator institutions from 12th in FY 2022 to 10th in FY 2023 with three universities ranking below NAU. UArizona ranks last among its comparator institutions.

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

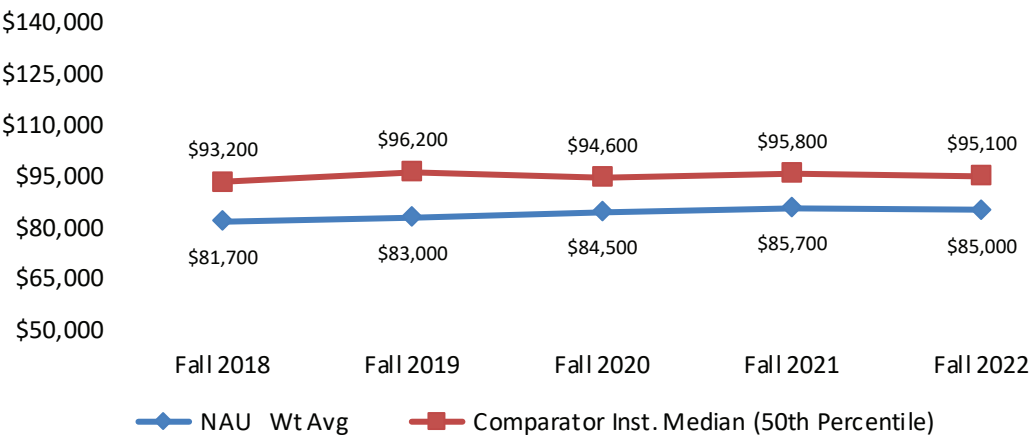


¹American Association of University Professors (AAUP), Association of American Medical College (AAMC), Association of American Universities Data Exchange (AAUDE), Association of Research Libraries (ARL), College and University Professional Association of Human Resources (CUPA-HR), State Higher Education Executive Officers (SHEEO) Staffing and Salary Survey, Bureau of Labor Statistics (BLS), other local and job-specific survey data.

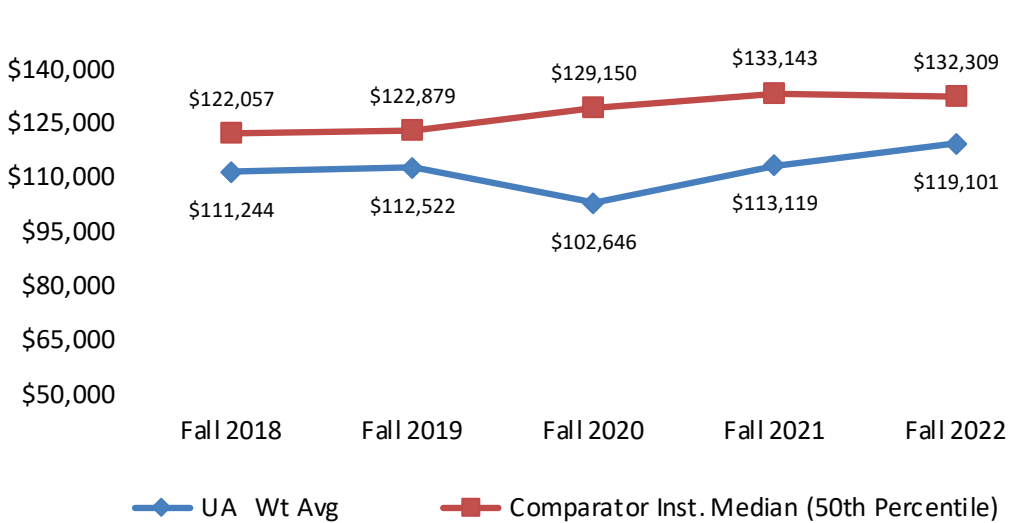
ASU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



NAU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



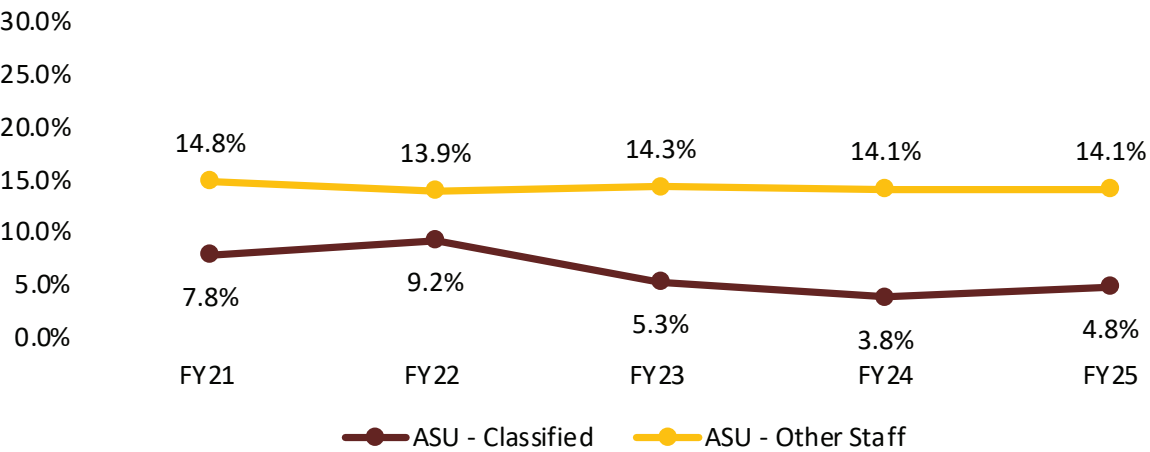
UARIZONA AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



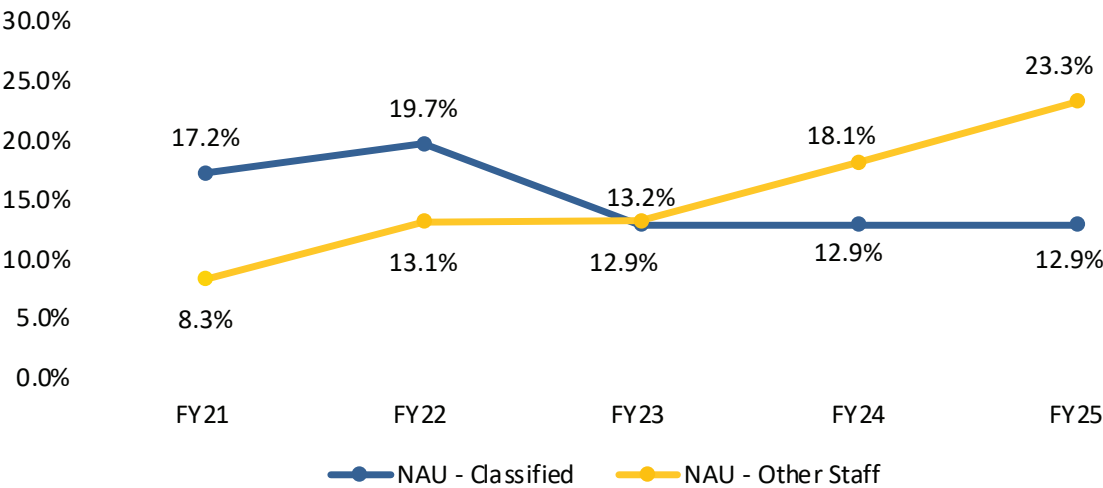
STAFF INCREASES NEEDED TO REACH MARKET

For staff, the universities 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. Below are the salary increases needed to reach average market salaries.

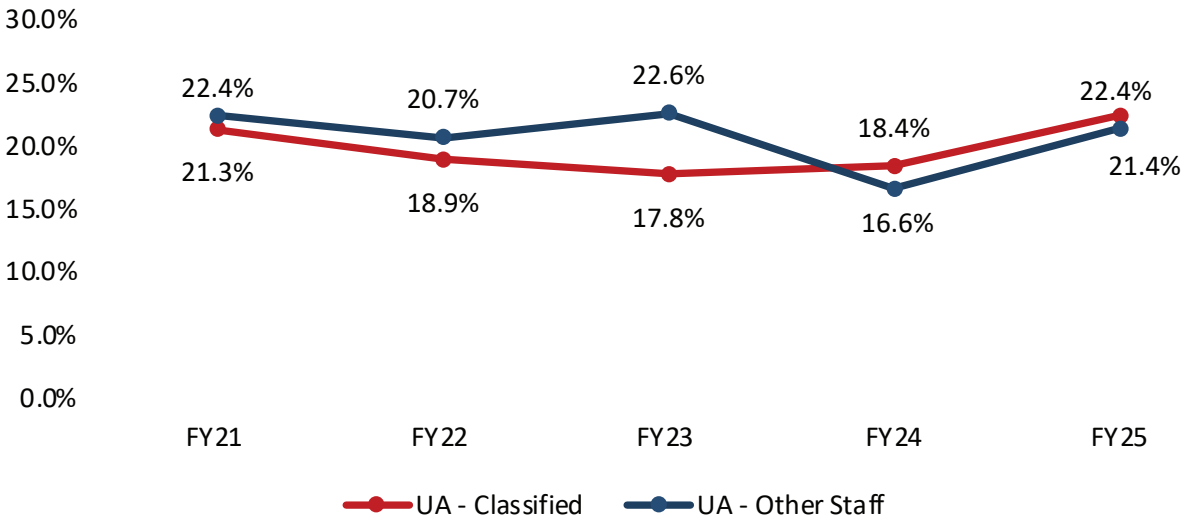
ASU STAFF SALARY INCREASE TO REACH MARKET



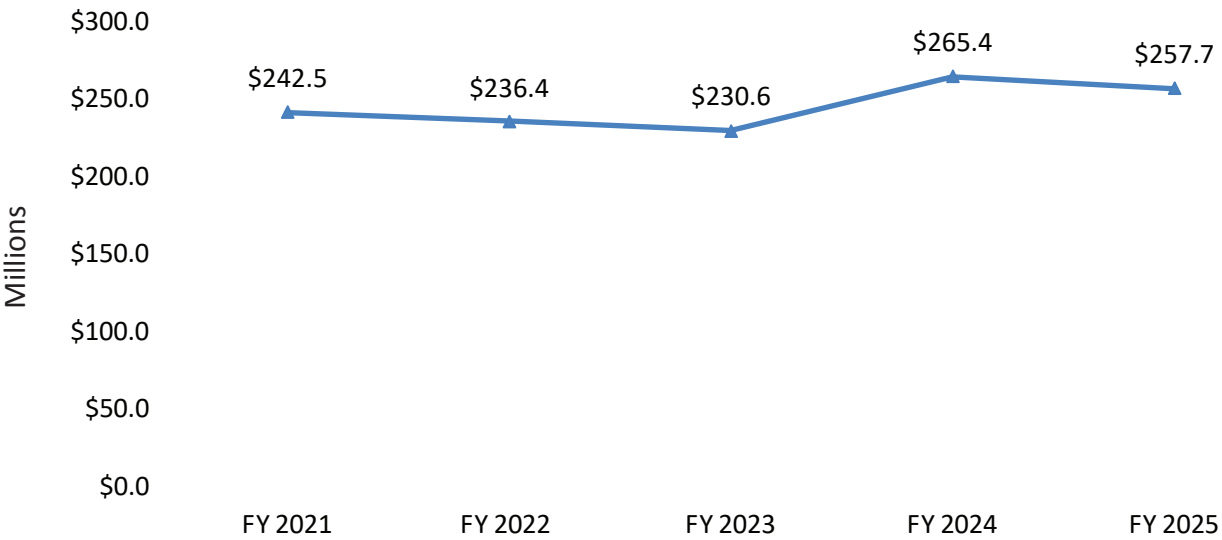
NAU STAFF SALARY INCREASE TO REACH MARKET



UARIZONA STAFF SALARY INCREASE TO REACH MARKET



PROJECTED UNMET SALARY NEED FOR THE ARIZONA UNIVERSITY SYSTEM



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 FY 2025 the projected unmet salary need for Arizona’s public universities is \$257.7 million, a decrease of 3.0 percent over the FY 2024 estimate.

Employees’ salaries are expected to remain lower than those at peer institutions and in other relevant markets through 2025. The cost of raising 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 increase by an average of 4.0 percent in 2024, (down from the projected average of 4.4 percent in 2023 and 4.2 percent in 2022), but the 2024 projection remains higher than 2021 as well as other increases in pre-pandemic years, thus affecting Arizona’s public universities ability to catch-up and keep-up with salary needs.

FY 2025 ESTIMATE (IN THOUSANDS)	
ASU	\$113,868.5
NAU	\$46,158.1
UARIZONA	\$97,663.6
TOTAL	\$257,690.2

COMPENSATORY TIME AND OVERTIME

Most of the overtime paid is for positions associated with facilities management and campus police. Special events and inclement weather also contribute to overtime worked by employees, as well as the effects of staff turnover. Total overtime paid from all sources increased slightly from \$6.2 million in FY 2022 to \$6.8 million in FY 2023.

FY 2023 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	\$10.6	\$41.0	\$51.6	\$573.6	\$625.2
UARIZONA	\$168.3	\$1,115.9	\$1,284.2	\$2,267.3	\$3,551.5
TOTAL	\$335.4	\$1,859.7	\$2,195.1	\$4,620.6	\$6,815.7



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