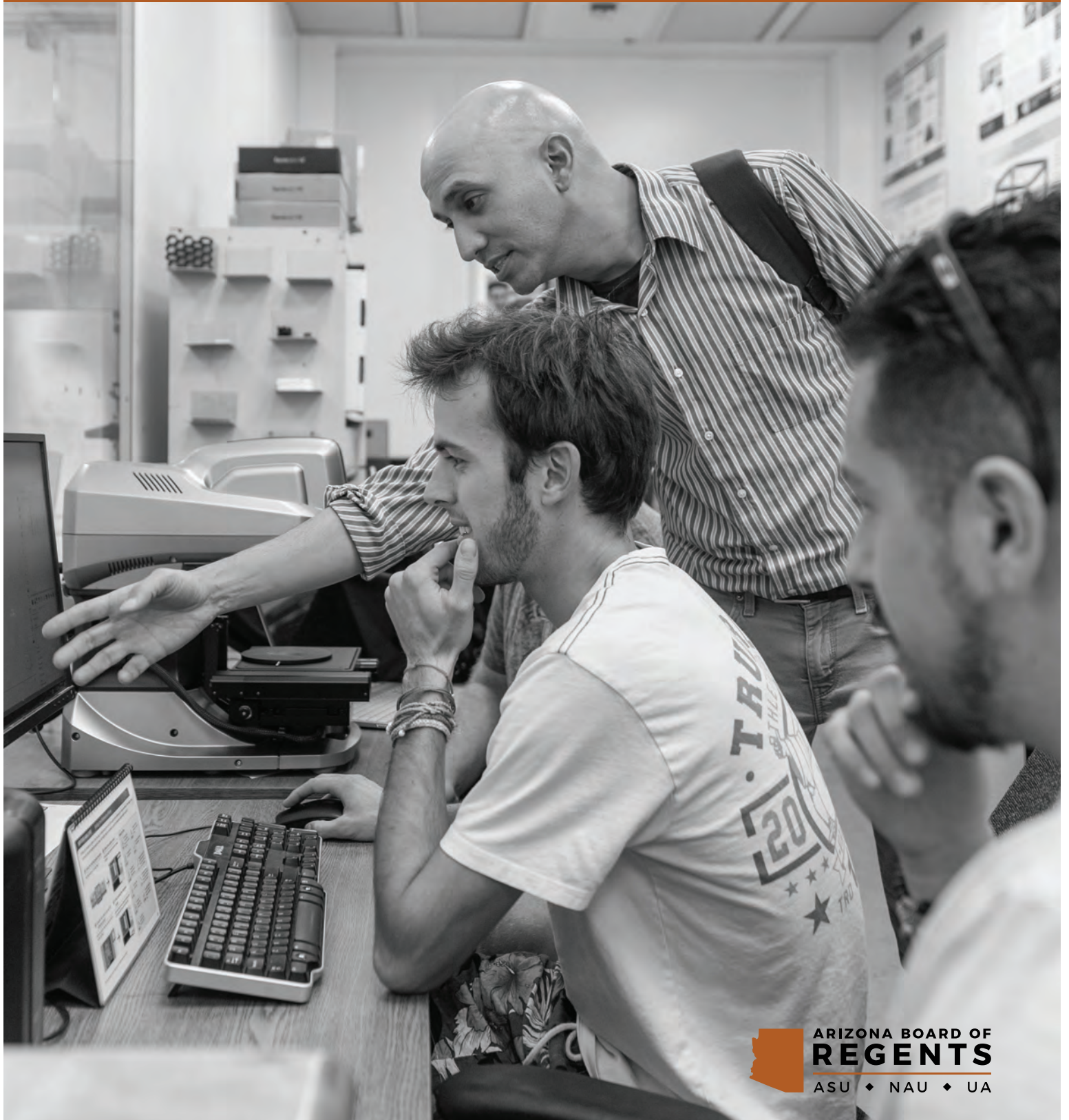


# PERSONNEL REPORT

FISCAL YEAR 2024





## **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**

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Doug Goodyear, Chair Elect

Gregg Brewster, Secretary

Fred DuVal, Treasurer

Liz Archuleta

Jessica Pacheco

Larry Penley

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David Zaragoza, Student Regent

Governor Katie Hobbs, Ex-Officio

Superintendent Tom Horne, Ex-Officio

### **ABOR EXECUTIVE DIRECTOR**

Chad Sampson



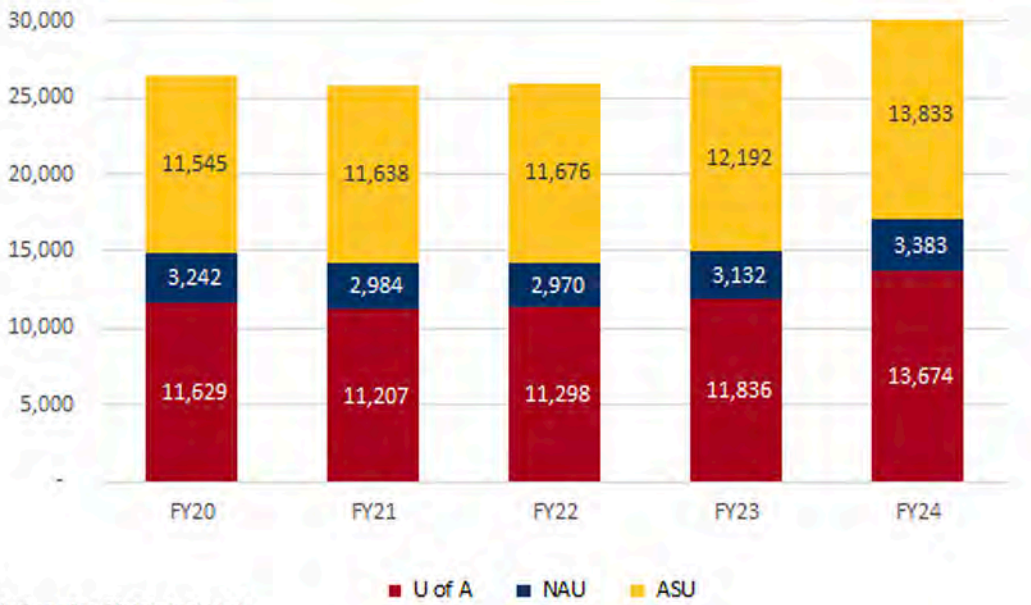
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## EMPLOYEE POPULATION

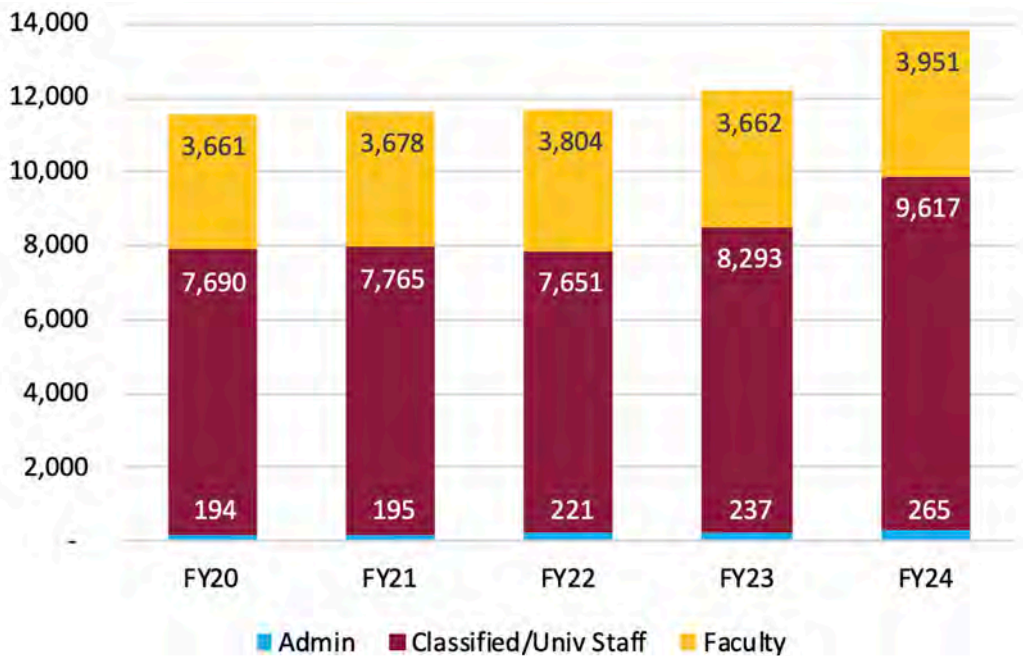
In fiscal year 2024, the total number of benefits eligible employees in Arizona’s public universities is about 30,900, representing an increase of approximately 16.9 percent between fiscal years 2020 and 2024. The personnel increase aligns with student enrollment growth, which increased 14 percent during the same period. University employment consists of four broad categories - faculty, administrative staff, professional/university staff, and classified staff.

### ARIZONA UNIVERSITY SYSTEM EMPLOYEE POPULATION<sup>1</sup>



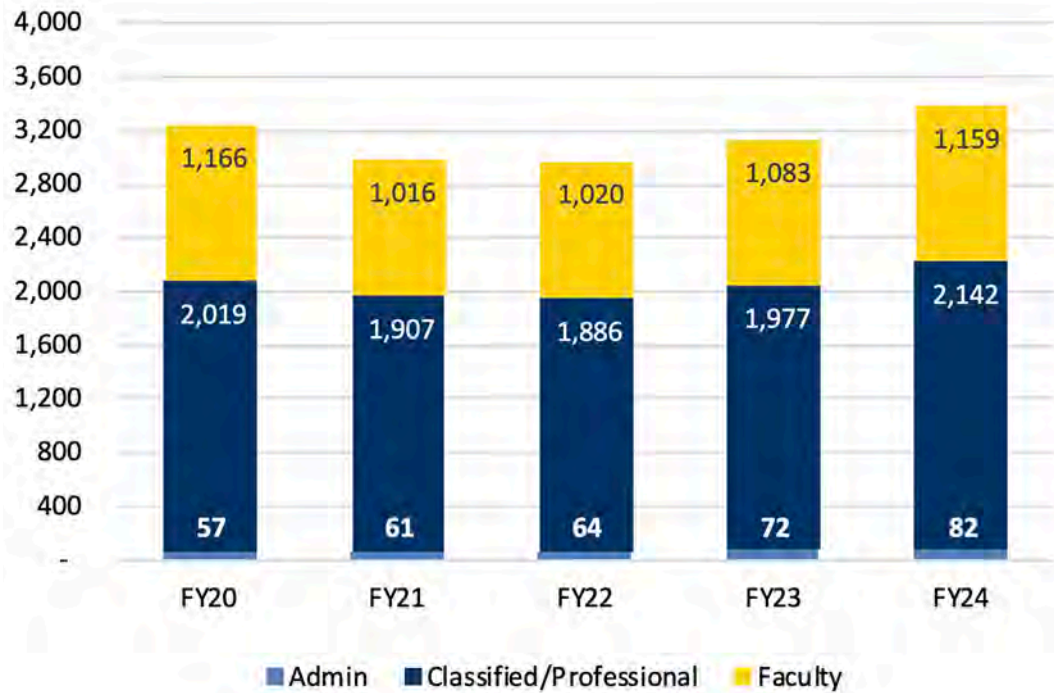
<sup>1</sup> Only Benefits-Eligible Included

### ASU EMPLOYEE BY TYPE

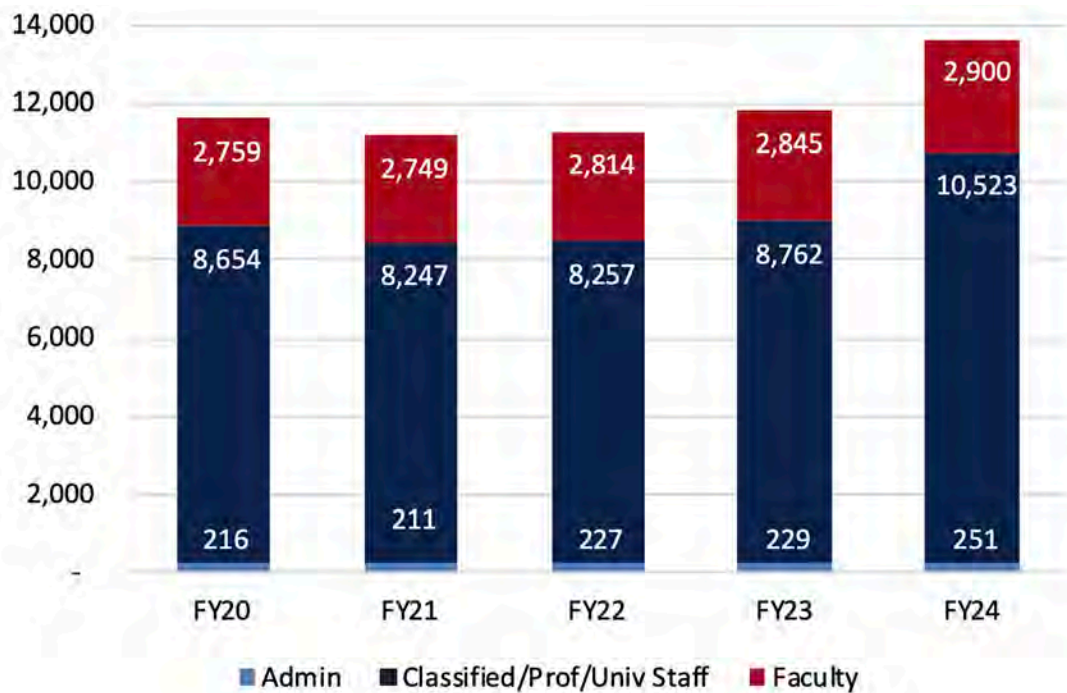




**NAU EMPLOYEE BY TYPE**



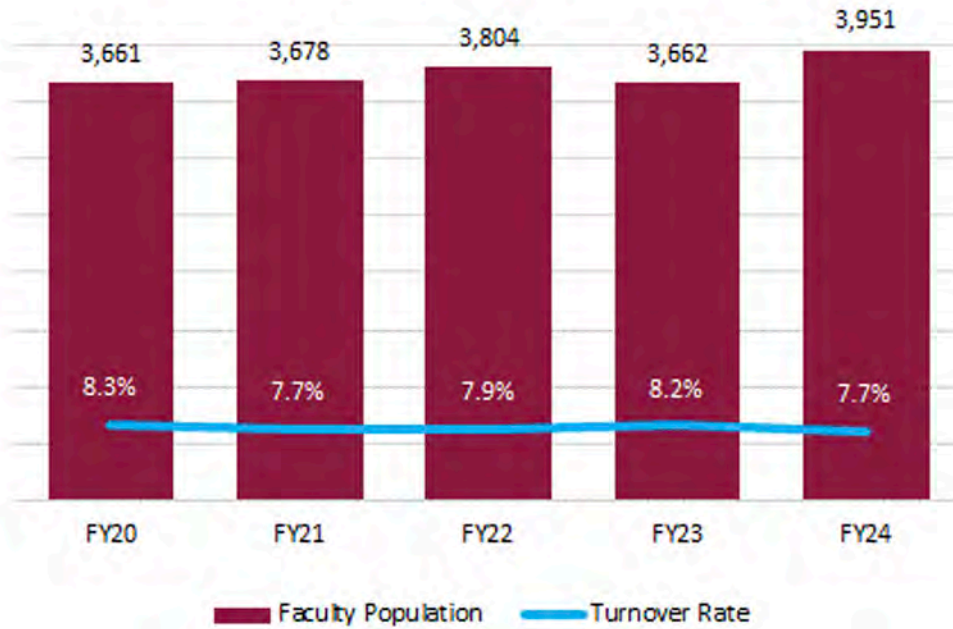
**U OF A EMPLOYEE BY TYPE**



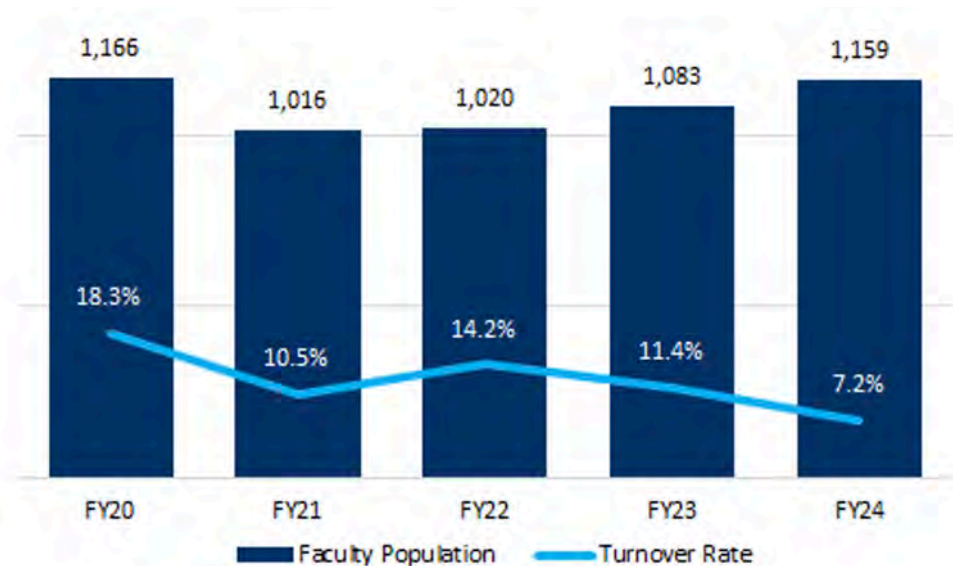
## FACULTY TURNOVER REMAINS FAIRLY CONSISTENT

Turnover rates among faculty at Arizona's public universities have remained consistent over the last five years, with an aberrant spike in fiscal year 2020 due to the pandemic. In FY 2024 the University of Arizona had the lowest turnover rate among the three institutions at just over 5.0 percent. Arizona State University has been consistent at around 8.0 percent. In FY 2024, NAU saw a notable decrease in faculty turnover from 14.2 percent in FY 2022 to 7.2 percent in FY 2024.

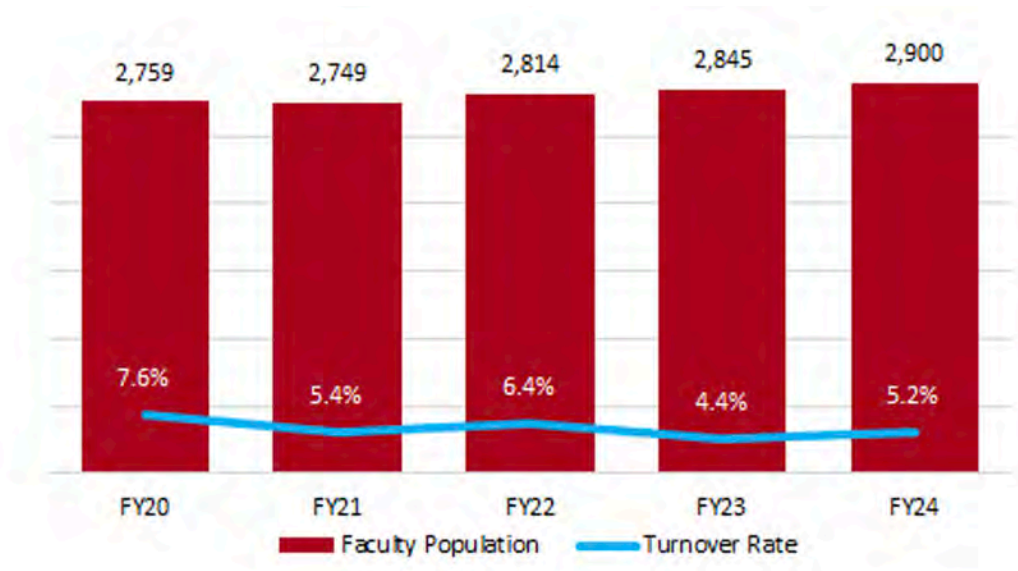
### ASU FACULTY SEPARATIONS AND TURNOVER RATE



### NAU FACULTY SEPARATIONS AND TURNOVER RATE



## U OF A FACULTY SEPARATIONS AND TURNOVER RATE



## STAFF TURNOVER

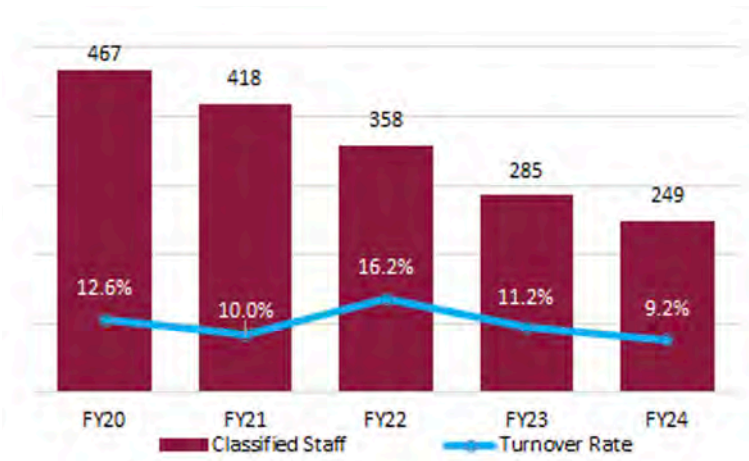
In FY 2024, staff turnover in all three categories of non-faculty employment at the three universities averaged 13 percent. ASU saw modest improvements in the classified and university staff categories, decreasing the turnover rate by 2.0 percent and 1.5 percent, respectively. NAU’s turnover shows a marked improvement of 4 percentage points from FY 2023 although it remains relatively high for classified staff at 15.8 percent. U of A saw an increase in the classified staff turnover rate from 9.5 percent in FY 2023 to 12.6 percent in FY 2024, due in part to U of A’s continued transition to a new classification structure and the total number of classified staff decreasing. University staff turnover went down from 10.9% in FY 2023 to 10.2% in FY 2024.

### FY 2024 AVERAGE TURNOVER RATE FOR CLASSIFIED, PROFESSIONAL AND ADMIN STAFF

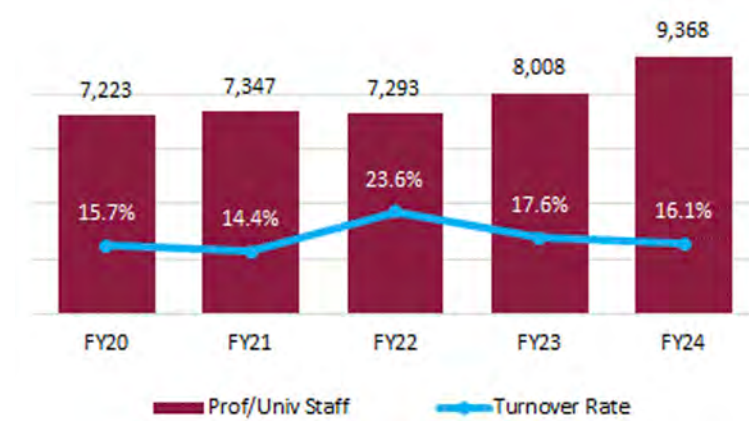
	CLASSIFIED	PROFESSIONAL/ UNIVERSITY STAFF*	ADMIN
ASU	9.2%	16.1%	6.4%
NAU	15.8%	13.3%	9.7%
U OF A	12.6%	10.4%	5.6%

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

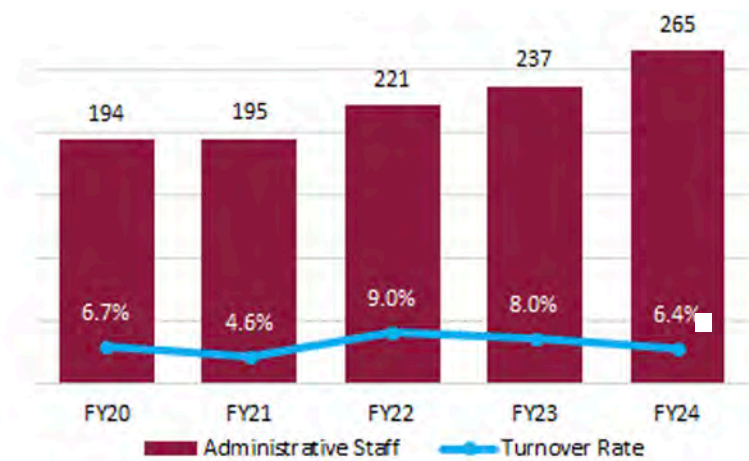
**ASU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE**



**ASU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE**

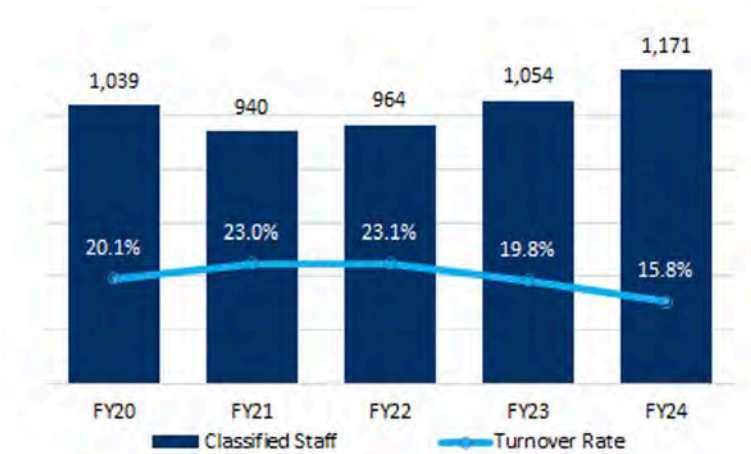


**ASU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE**

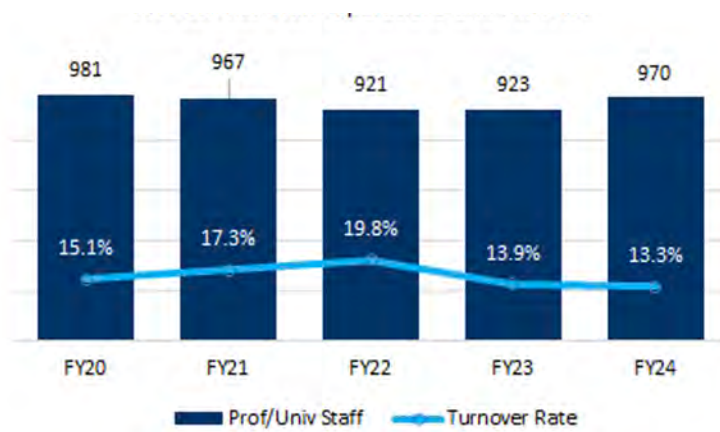




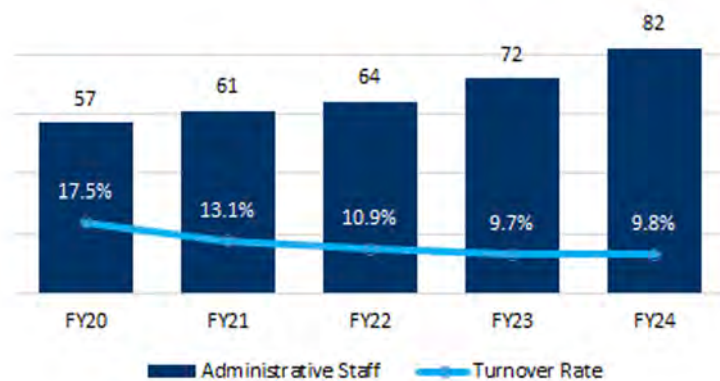
### NAU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



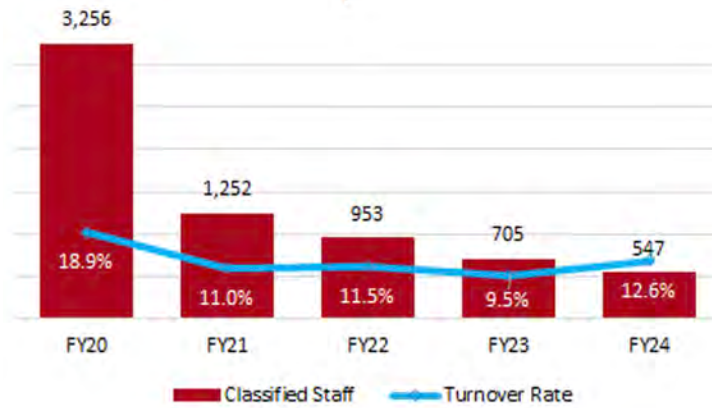
### NAU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



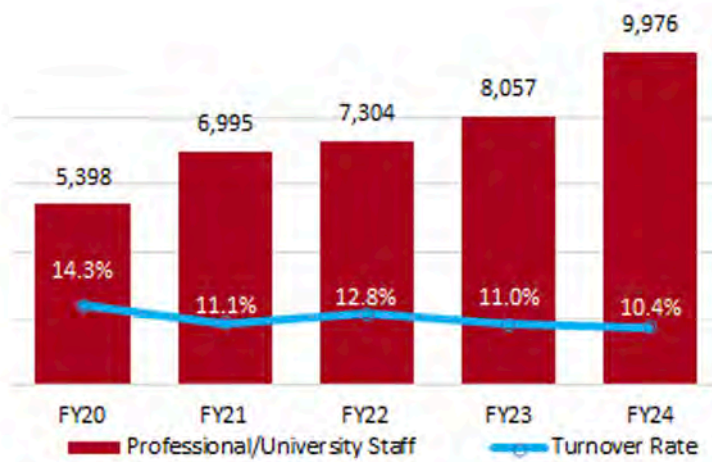
### NAU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



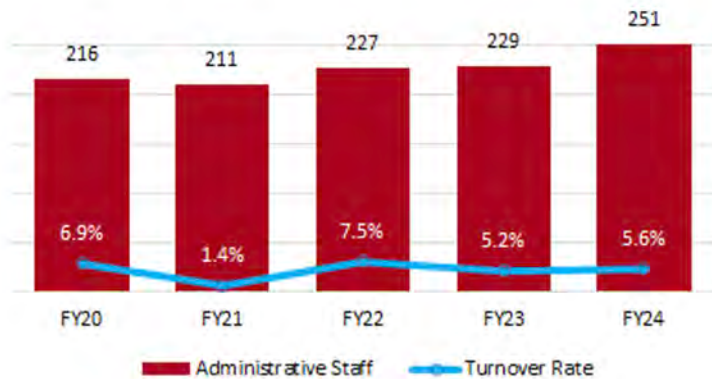
**U OF A CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE**



**U OF A PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE**



**U OF A ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE**

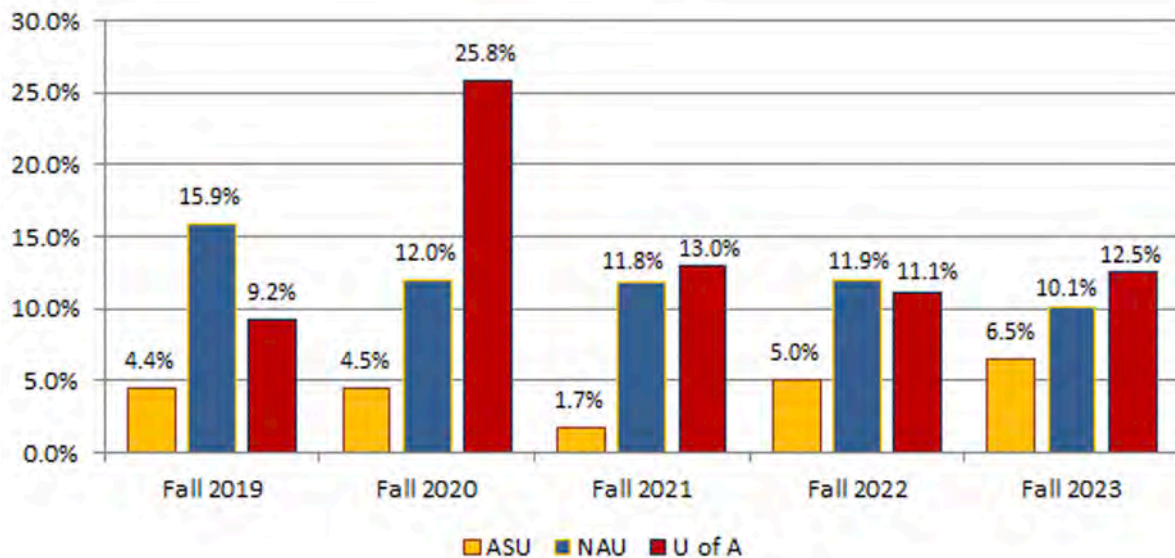


## MARKET COMPARISONS

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 surveys is the basis of this analysis.

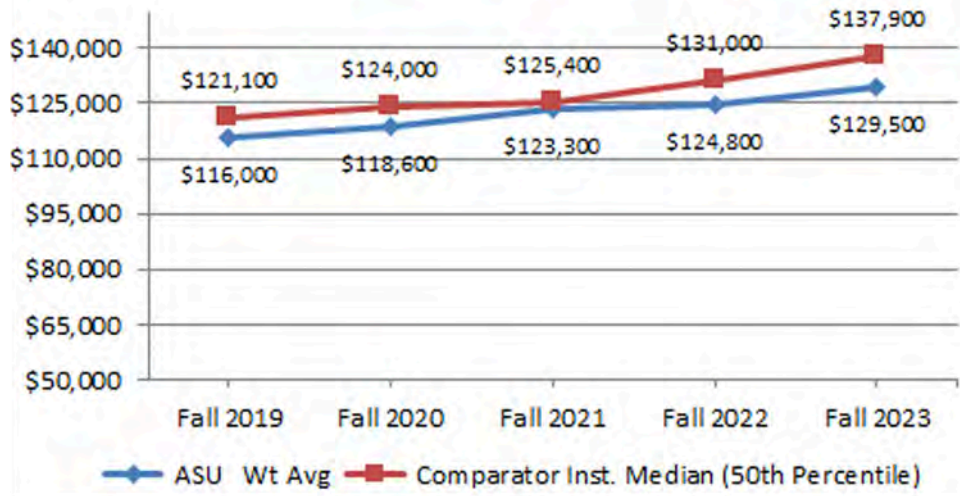
- For faculty, the universities calculate average and median salaries comparing faculty salaries in Arizona to those at comparator institutions using the most recent data (FY 2023) from the American Association of University Professors (AAUP). These comparisons include all ranked faculty -- professors, associate professors, and assistant professors.
  - All the universities' comparator institutions pay higher average salaries than Arizona's three universities, demonstrating the challenges Arizona's public universities face in recruiting and retaining faculty. All three universities' average faculty salaries rank below the median of their comparator institutions. ASU held its ranking in FY 2024 at 12th among its peers with four universities ranking below ASU in faculty salaries. NAU also maintained its position at 10th with three universities ranking below NAU. U of A ranks last among its comparator institutions.

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

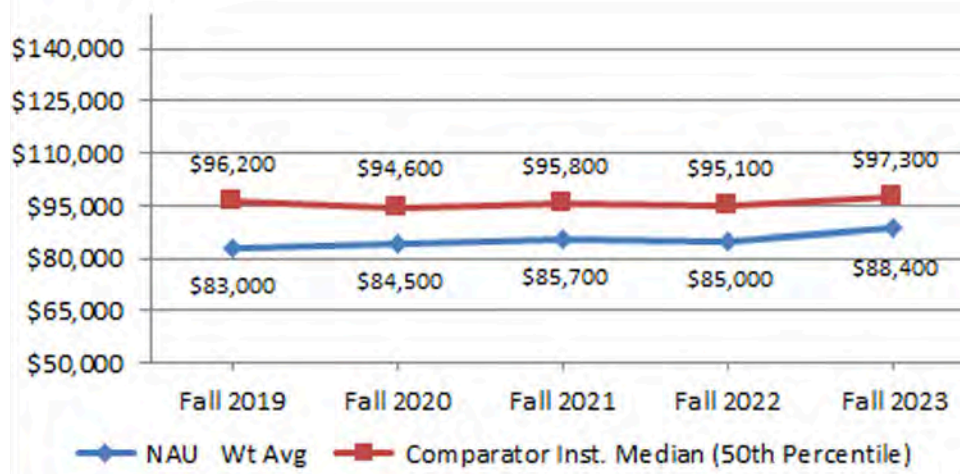


<sup>1</sup>American Association of University Professors (AAUP), Association of American Medical College (AAMC), Association of American Universities Data Exchange (AAUDE), Association of Research Libraries (ARL), College and University Professional Association of Human Resources (CUPA-HR), State Higher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

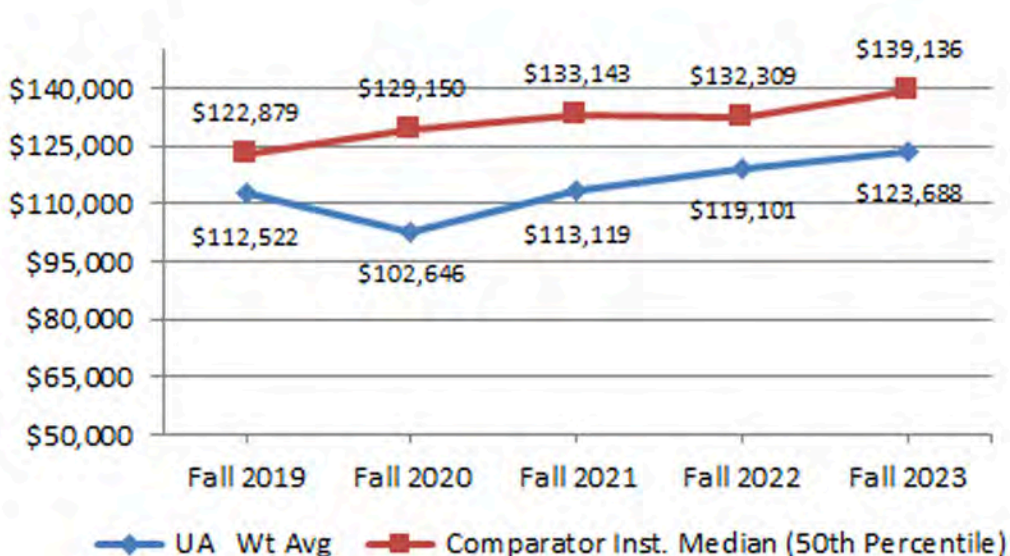
**ASU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS**



**NAU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS**



**U OF A AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS**

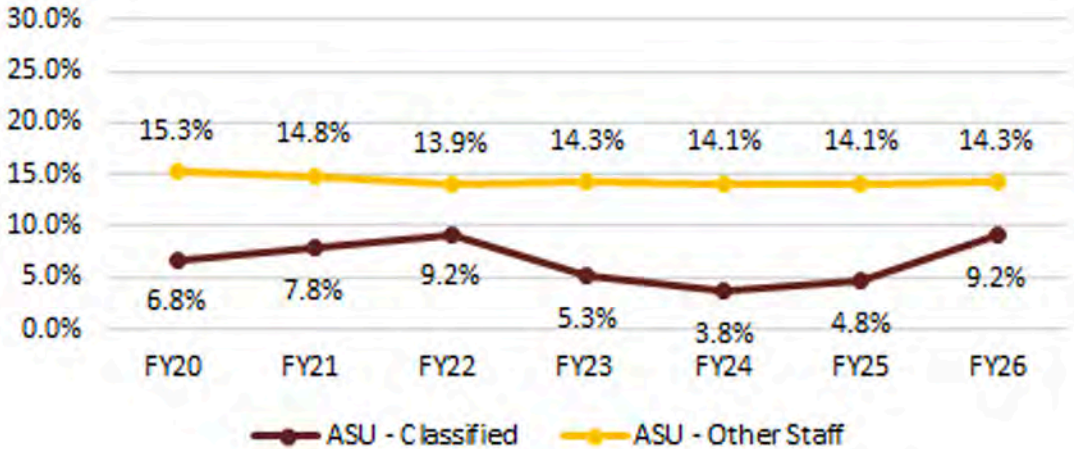




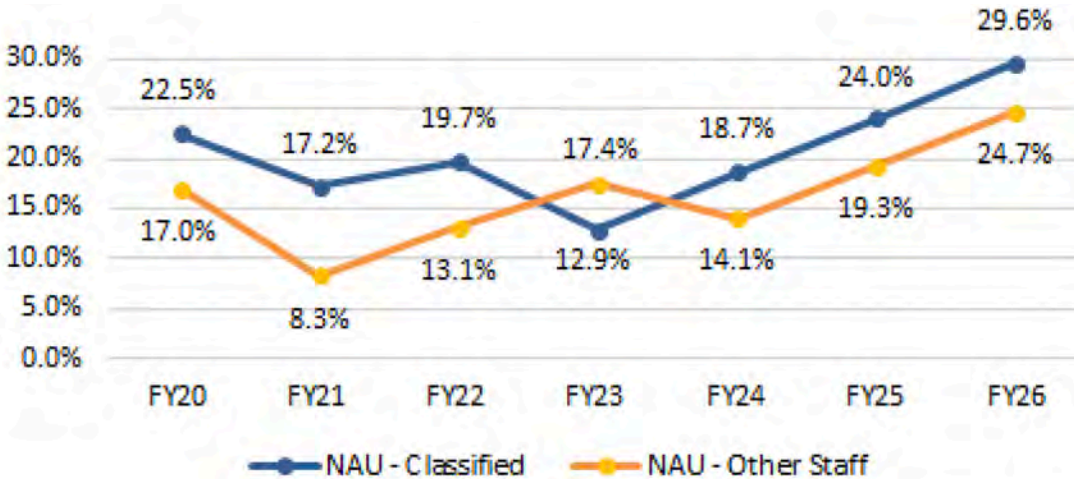
# STAFF INCREASES NEEDED TO REACH MARKET

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.

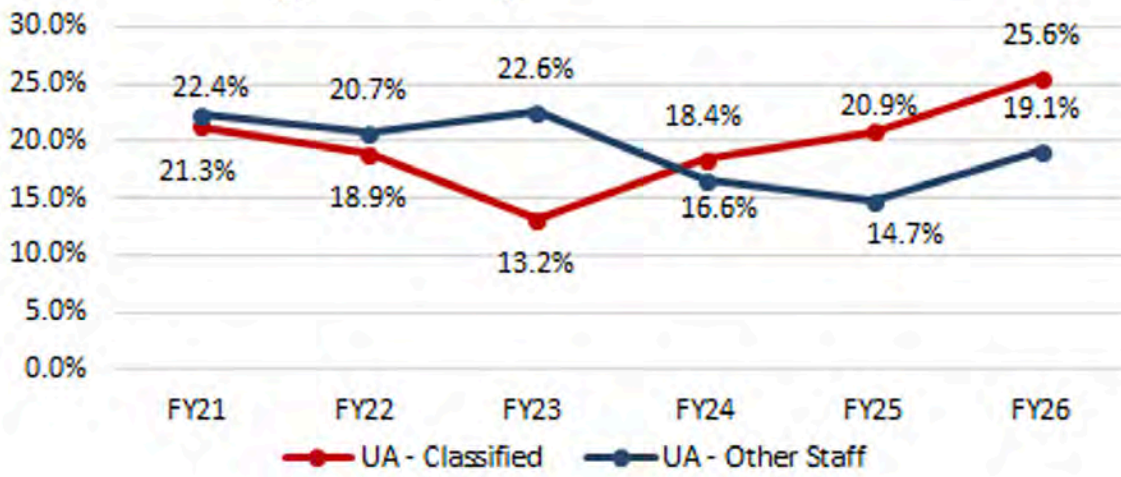
## ASU STAFF SALARY INCREASE TO REACH MARKET



## NAU STAFF SALARY INCREASE TO REACH MARKET



**U OF A STAFF SALARY INCREASE TO REACH MARKET**



**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 2026 the projected unmet salary need for Arizona’s public universities is \$257.0 million.

Employees’ salaries are expected to remain lower than those at peer institutions and in other relevant markets through 2026. 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 3.5 percent in 2025 (3.6 percent projected in 2024 and 4.0 percent in 2023), thus affecting Arizona’s university’s ability to catch-up and keep-up with salary needs.

FY 2026 ESTIMATE (IN THOUSANDS)	
ASU	\$111,695.9
NAU	\$48,831.3
U OF A	\$96,461.6
<b>TOTAL</b>	<b>\$256,988.8</b>

**PROJECTED UNMET SALARY NEED FOR THE ARIZONA UNIVERSITY SYSTEM**



## COMPENSATORY TIME AND OVERTIME

Most of the overtime paid is for positions associated with facilities management and campus police. Special events, extraordinary 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 from \$6.8 million in FY 2023 to \$8.2 million in FY 2024.

**FY 2023 COMP TIME AND OVERTIME COSTS (IN THOUSANDS)**

	STATE APPROPRIATED			OTHER SOURCES	TOTAL
	COMP	OT	TOTAL	COMP & OT	
ASU	\$297.4	\$907.7	\$1,205.1	\$2,225.4	\$3,430.5
NAU	\$8.6	\$99.2	\$107.8	\$594.4	\$702.2
UARIZONA	\$167.3	\$1,204.7	\$1,372.0	\$2,695.2	\$4,067.3
<b>TOTAL</b>	<b>\$473.3</b>	<b>\$2,211.6</b>	<b>\$2,685.0</b>	<b>\$5,515.0</b>	<b>\$8,200.0</b>



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