

Case Study: University of Arizona

Challenges

University of Arizona faced the challenge of meeting a wide range of employee needs while ensuring family-friendly resources were accessible across the organization. After considering employee feedback, needs and costs, the university chose solutions that could support employees in Tucson, Phoenix and around Arizona. Creating a workplace culture where employees feel supported has become an important part of promoting employee well-being, engagement and retention.

Solutions

All benefits-eligible employees contribute through a payroll deduction that helps fund wellness programs and resources available to all employees. These benefits are also available to all in-person and remote employees. In 2025, the University of Arizona allocated \$2 million which served over 1,000 families.

Child Care Reimbursement

Employees are eligible for up to \$2,000 in child care reimbursement per year. Students receive the same benefit through grant-funded sources.

Backup Care

Up to 80 hours of backup child care through a third-party partnership when unexpected disruptions affect primary child care.

Flexible Spending

Access to up to \$7,500 of pre-tax dollars through Dependent Care Flexible Spending Accounts, which allows employees to set aside money for eligible child care expenses.

Parenting and Child Care Consultations

Consultations designed to support employees throughout their parenting journey and in caring for their children.

Parental Leave

Up to 12-weeks of paid and 12-weeks of unpaid parental leave.

At a Glance

For more than 20 years, the University of Arizona's Life & Work Connections program has supported more than 15,000 employees through a holistic approach to employee well-being. Today, the program offers a range of family-friendly benefits and resources to help employees balance work, caregiving and family responsibilities.

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“When parents know that their little ones are safe and properly cared for, they are less stressed and can be more productive at work. At the same time, when they feel satisfied with their productivity at work, they can be more emotionally present when they are at home. It is a win-win situation for both employees and employers.”

Lourdes A. Rodriguez,
University of Arizona,
Child Care and Family
Resources Manager



Why It Matters

Family-friendly policies are a competitive advantage in attracting and retaining talent. As Arizona's workforce demand grows, especially in industries like education, child care solutions are essential to business success.

Why It Works

According to the U.S. Chamber Foundation¹, employers that invest in child care supports see:

- 55% lower turnover
- 2x employee engagement
- Up to \$3 ROI for every \$1 invested

And thanks to **First Things First** and their investments², Arizona:

- Generates \$324 million in annual economic output
- Sustains 2,800 jobs, annually
- Produces nearly \$18.2 million in state and local tax revenue

Download the Toolkit

First Things First offers resources to support your employees and examples of family-friendly workplace policies.

FirstThingsFirst.org/business



FIRST THINGS FIRST

First Things First is Arizona's early childhood agency—supporting families with early childhood resources and partnering with businesses to shape a stronger, more resilient workforce that benefits everyone. Learn more at FirstThingsFirst.org/arizona-employer-child-care-toolkit/.

¹ US Chamber roadmap <https://www.uschamberfoundation.org/education/ece-employer-roadmap>

² Rounds Consulting Group survey: <https://www.firstthingsfirst.org/2025/04/analysis-shows-ftf-investments-contribute-million>