

A black and white photograph of three women in a classroom or office setting. One woman is seated on the left, typing on a laptop. Another woman, wearing a hijab, is seated next to her, looking at the laptop screen. A third woman stands behind them, smiling and looking at the laptop. The background is slightly blurred, showing other people and classroom furniture.

FY 2026

**PERSONNEL
REPORT**



ARIZONA BOARD OF
REGENTS

ASU ♦ NAU ♦ U of A



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 the 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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ABOR EXECUTIVE DIRECTOR

Chad Sampson

September 1, 2026



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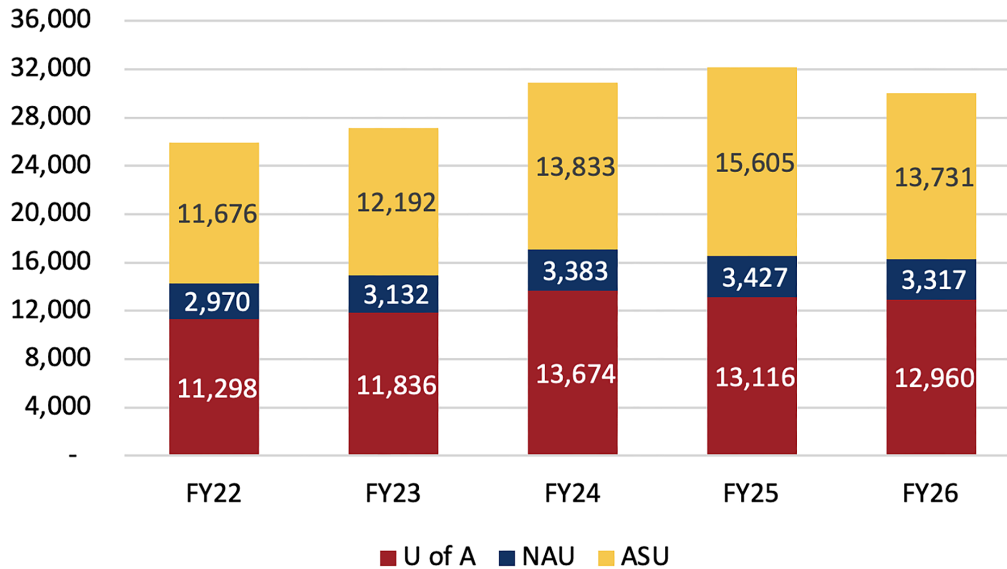
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EMPLOYEE POPULATION

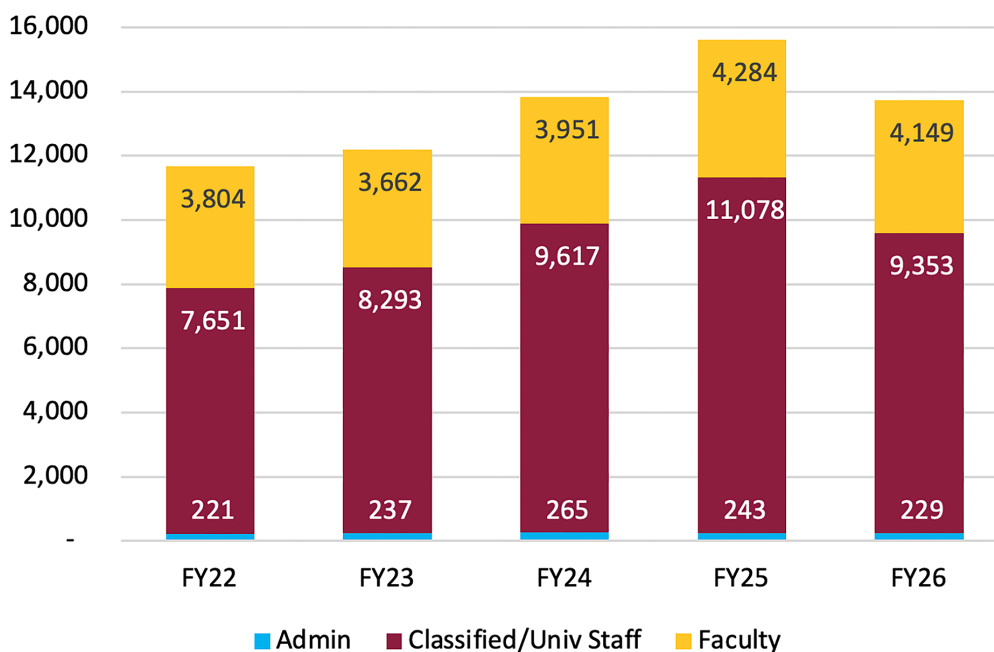
In fiscal year 2026, the total number of benefits eligible employees in Arizona's public universities was 30,008 – a 6.7 percent reduction from fiscal year 2025 – which was 15.6 percent higher than the fiscal year 2022 level. University employment consists of four broad categories - faculty, administrative staff, professional/university staff, and classified staff.

ARIZONA UNIVERSITY SYSTEM EMPLOYEE POPULATION¹

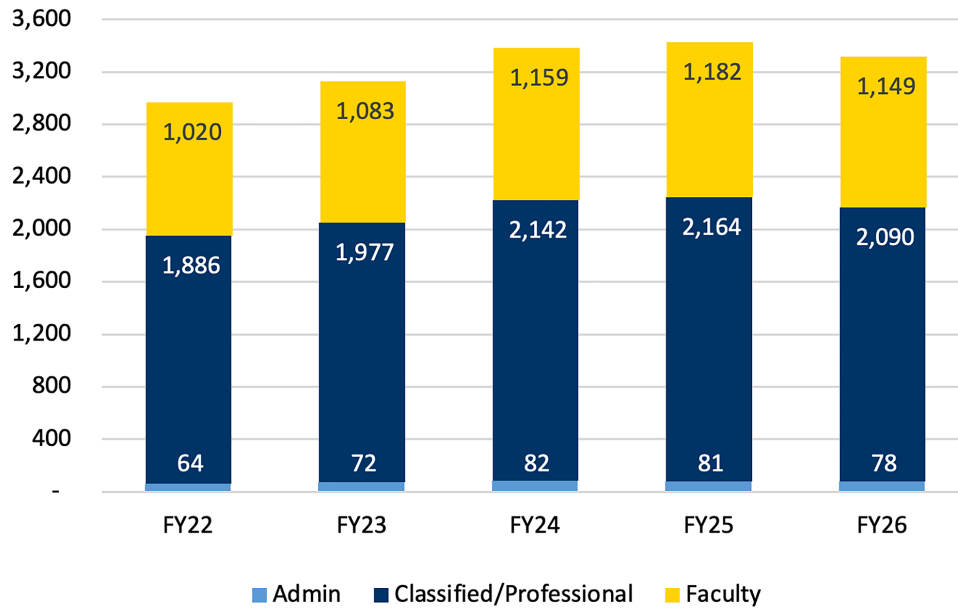


¹Full-Time Benefit Eligible positions, excludes ABOR.

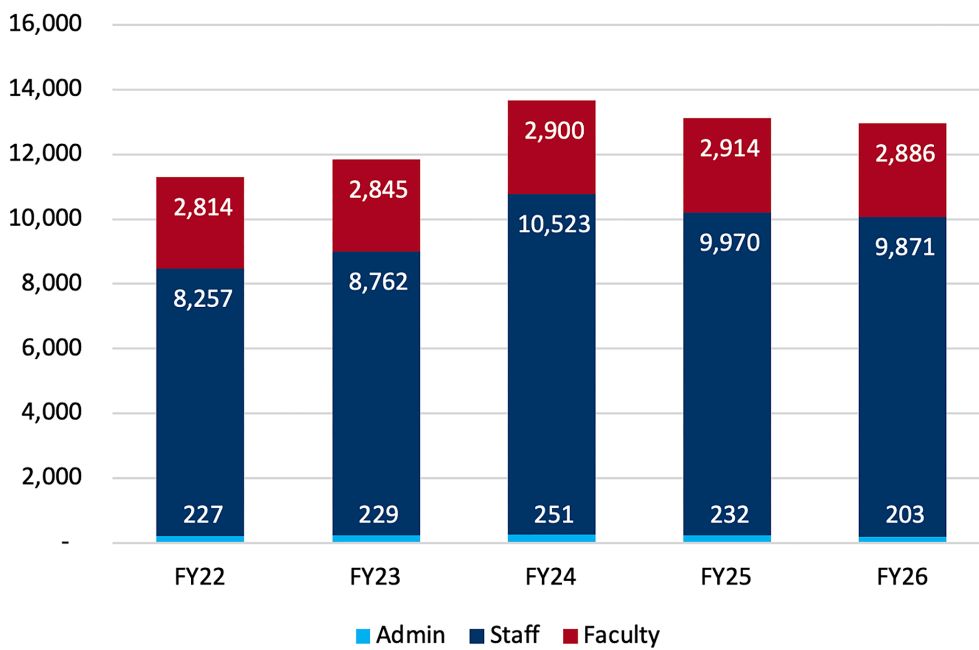
ASU EMPLOYEE BY TYPE



NAU EMPLOYEE BY TYPE



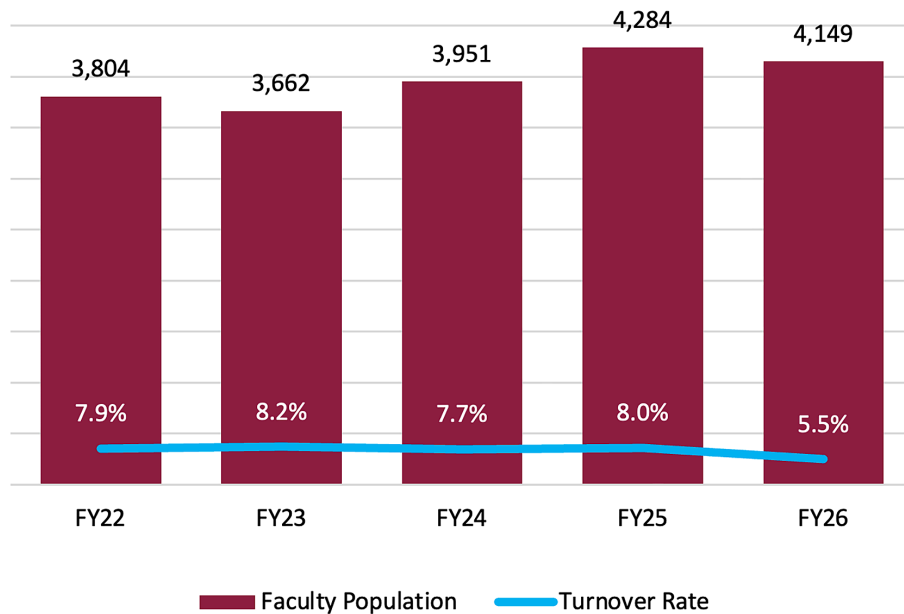
U OF A EMPLOYEE BY TYPE



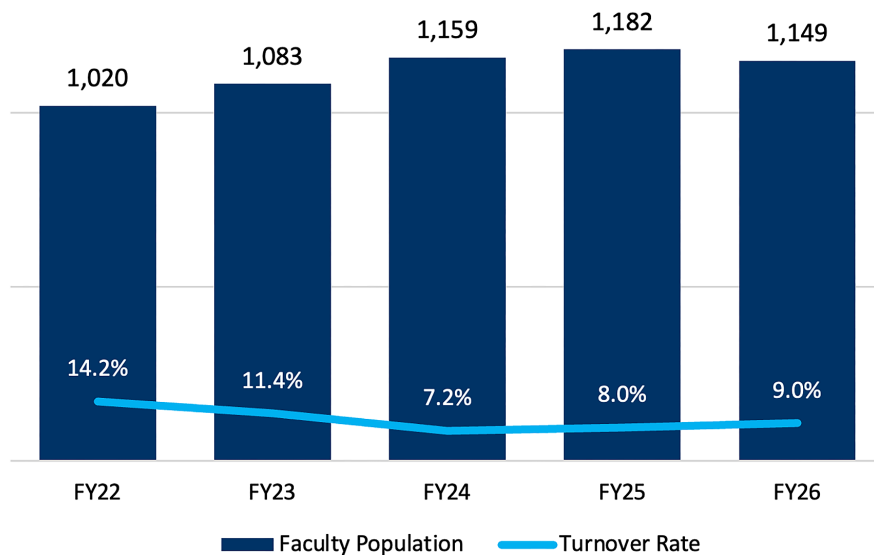
FACULTY TURNOVER

Turnover rates among faculty at Arizona's public universities have remained generally consistent over the last five years. In FY 2026 Arizona State University and the University of Arizona had similar faculty turnover rates, at 5.5 percent and 5.8 percent, respectively. In FY 2026, NAU saw an uptick in faculty turnover, from 8.0 percent to 9.0 percent, which is still notably less than the 14.2 percent experienced in FY 2022.

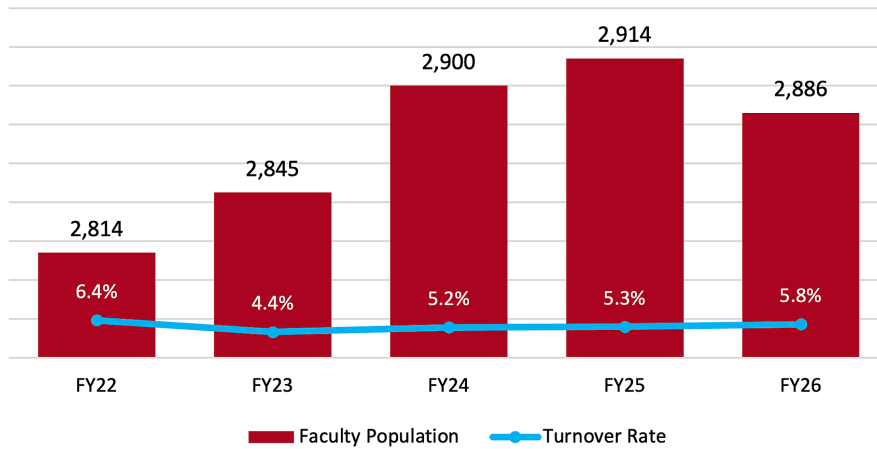
ASU FACULTY SEPARATIONS AND TURNOVER RATE



NAU FACULTY SEPARATIONS AND TURNOVER RATE



U OF A FACULTY SEPARATIONS AND TURNOVER RATE



STAFF TURNOVER

In FY 2026, staff turnover in all three categories of non-faculty employment at the three universities averaged 12.4 percent. ASU's administrative staff turnover eased slightly year-over-year to 5.7 percent, while classified staff turnover rose sharply to 13.7 percent and university staff turnover held essentially flat at 15.1 percent. NAU saw turnover tick up across all three staff categories after several years of improvement, with classified staff turnover rising to 18.0 percent, professional/university staff turnover to 13.7 percent, and administrative staff turnover to 10.3 percent. U of A's turnover continued to ease across all three categories, with classified staff turnover decreasing to 8.2 percent, professional/university staff turnover to 9.4 percent, and administrative staff turnover to 5.4 percent.

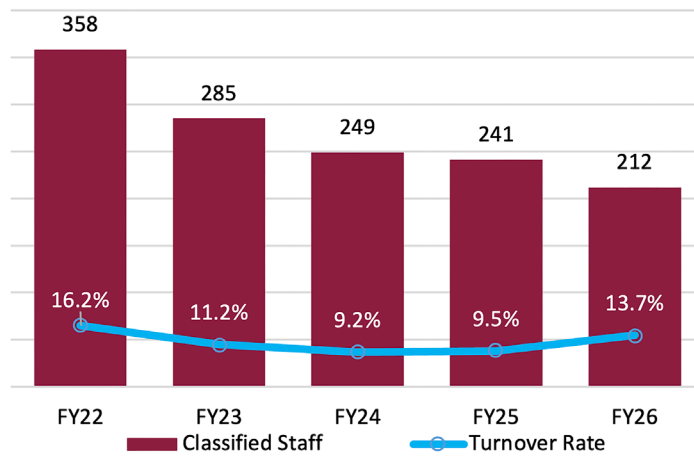
FY 2026 separations were driven primarily by resignation, followed by retirement, then non-renewal of appointment or end of limited appointment, with smaller numbers attributable to expiration of layoff status, non-completion of probation, loss of funding, and death.

FY 2026 AVERAGE TURNOVER RATE FOR CLASSIFIED, PROFESSIONAL AND ADMINISTRATIVE STAFF

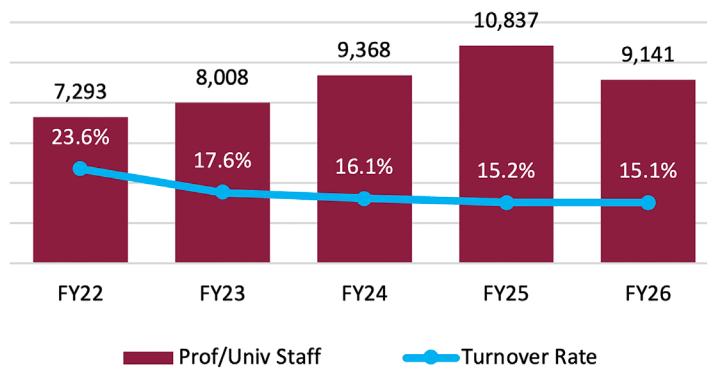
	CLASSIFIED	PROFESSIONAL/ UNIVERSITY STAFF*	ADMIN
ASU	13.7%	15.1%	5.7%
NAU	18.0%	13.7%	10.3%
U OF A	8.2%	9.4%	5.4%

* Professional includes Academic and Service Professionals. University Staff carry a secondary designation of "administrative," "professional" or "other."

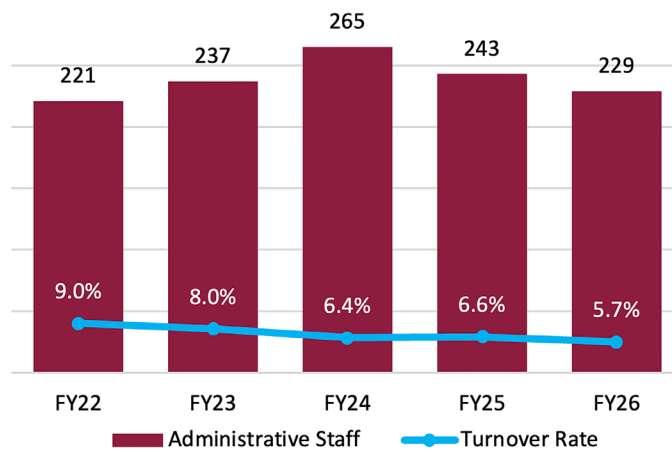
ASU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



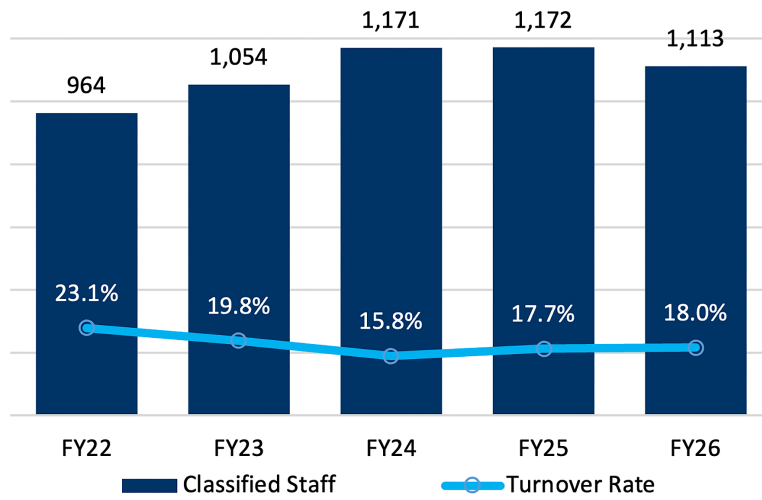
ASU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



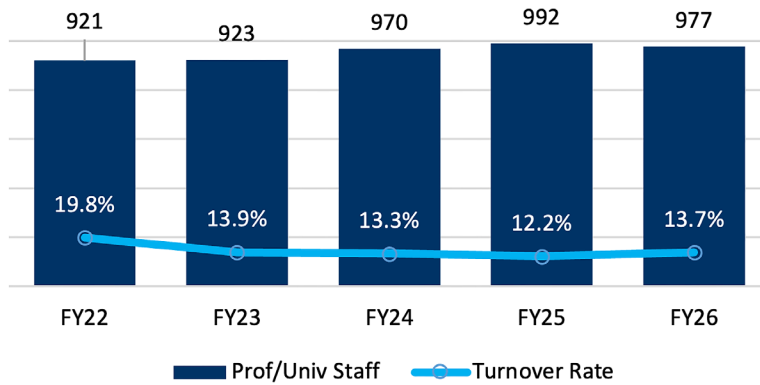
ASU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



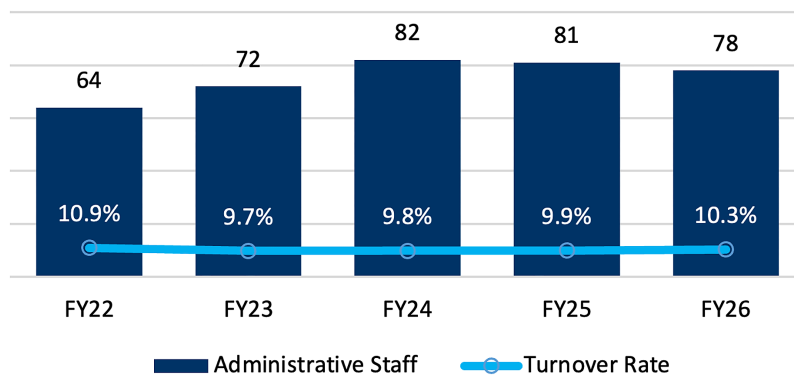
NAU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



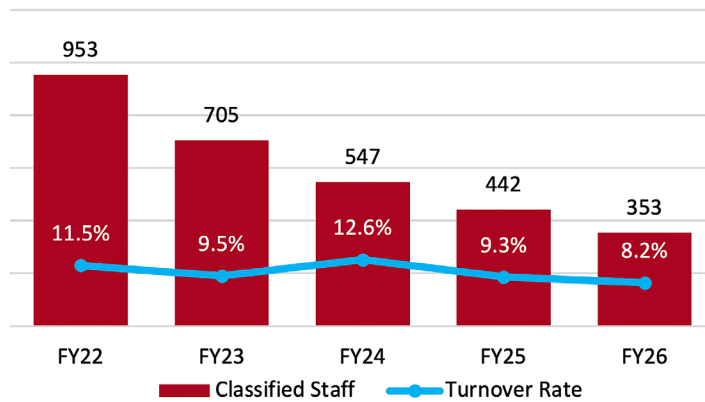
NAU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



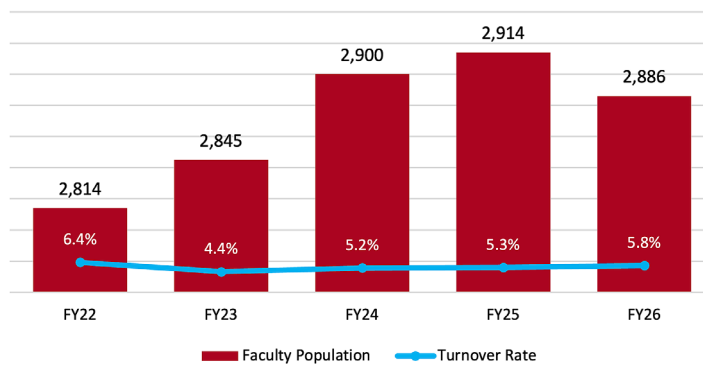
NAU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



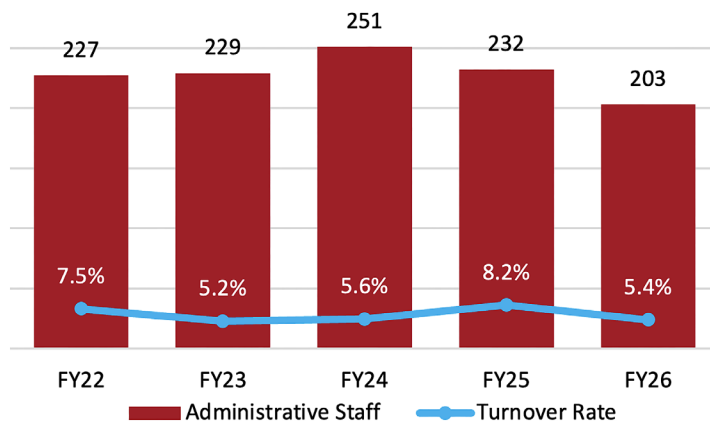
U OF A CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



U OF A PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



U OF A ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



COMPENSATORY TIME AND OVERTIME

Turnover in operational staff roles converts directly into overtime expense. 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 decreased from \$8.7 million in FY 2025 to approximately \$8.0 million in FY 2026.

	STATE APPROPRIATED			OTHER SOURCES (COMP & OT)	TOTAL
	COMP	OT	TOTAL		
ASU	\$85.2	\$1,299.9	\$1,385.2	\$1,971.8	\$3,357.0
NAU	\$11.9	\$116.2	\$128.1	\$676.4	\$804.5
U OF A	\$115.3	\$1,919.4	\$2,034.8	\$1,853.3	\$3,888.0
TOTAL	\$212.4	\$3,335.5	\$3,548.1	\$4,501.5	\$8,049.5

MARKET COMPARISONS

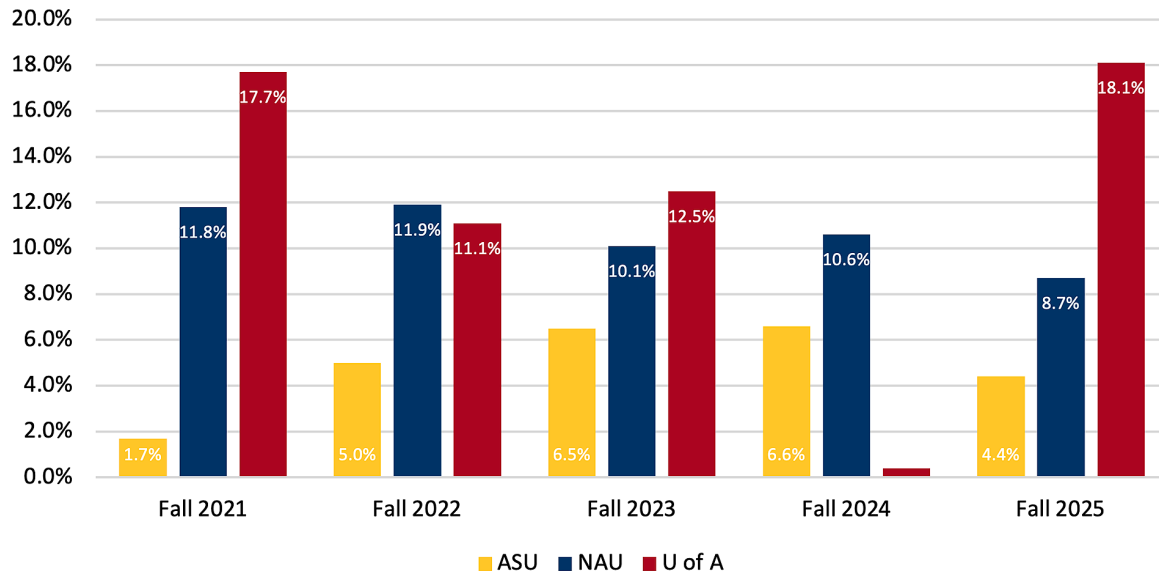
To assess the competitiveness of Arizona University System salaries, the universities conduct an annual comprehensive market study to determine employee pay. Data on average and median pay from a variety of salary surveys is the basis of this analysis.

For faculty, the universities calculate average and median salaries comparing faculty salaries in Arizona to those at comparator institutions using the most recent data from the American Association of University Professors (AAUP). These comparisons include all ranked faculty -- professors, associate professors, and assistant professors.

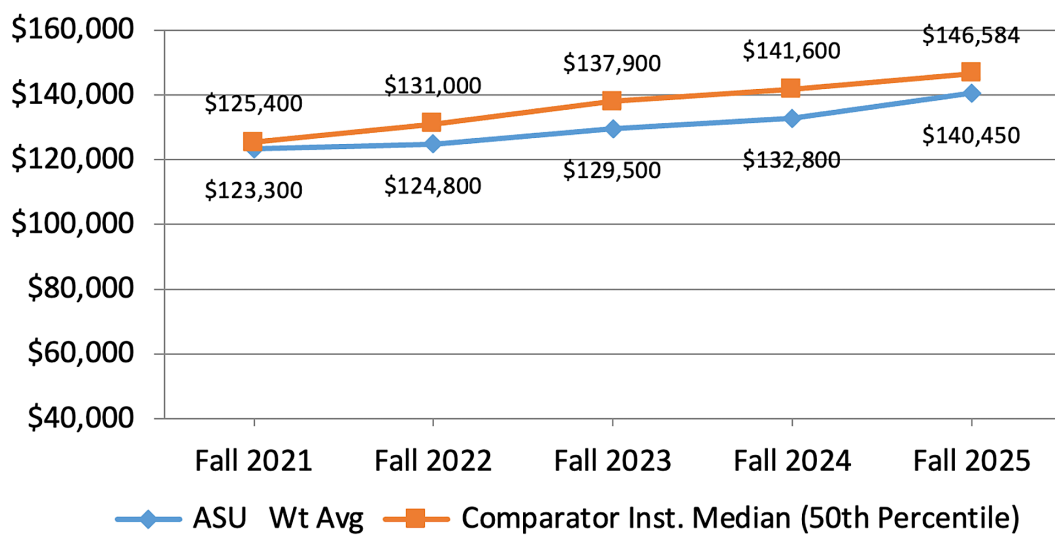
All the universities' comparator institutions generally pay higher average salaries than Arizona's three universities, demonstrating the challenges Arizona's public universities face in recruiting and retaining faculty. All three universities' average faculty salaries rank below the median of their comparator institutions. ASU's average salary was \$119,807 against a peer median of \$140,881. NAU's position shifted: five universities now rank below NAU (down from four the prior cycle), with NAU's average salary at \$92,900 against a peer median of \$101,000. The U of A updated its comparator institutions in FY 2026 and now ranks last among its comparator institutions on all ranked-faculty measures, at \$127,269 average versus a peer median of \$150,356 - a reversal from the near-median position reported last year, driven by the updated peer set.

¹ 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.

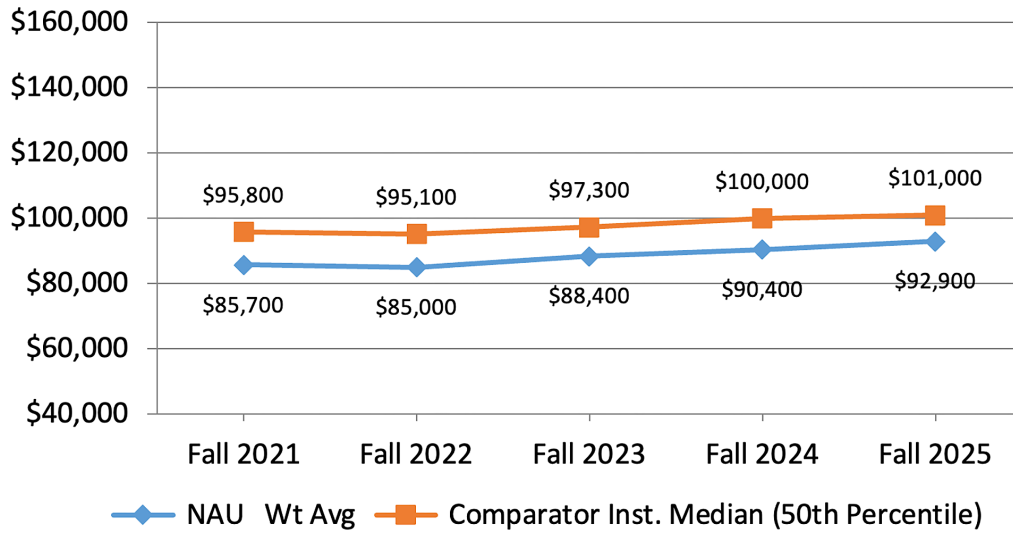
ARIZONA UNIVERSITY SYSTEM MAIN CAMPUSES AVERAGE FACULTY SALARY INCREASE NEEDED TO REACH MEDIAN OF COMPARATOR INSTITUTIONS



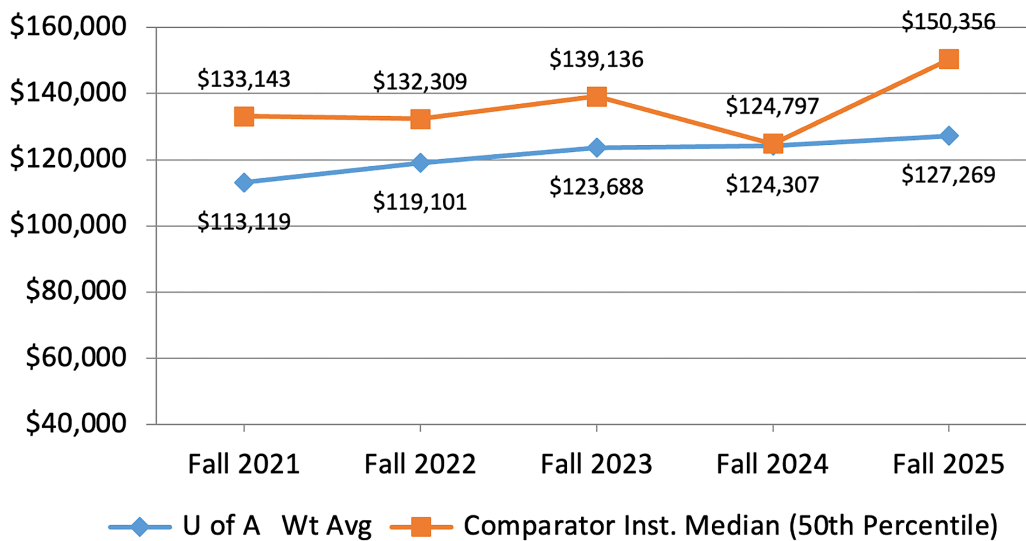
ASU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



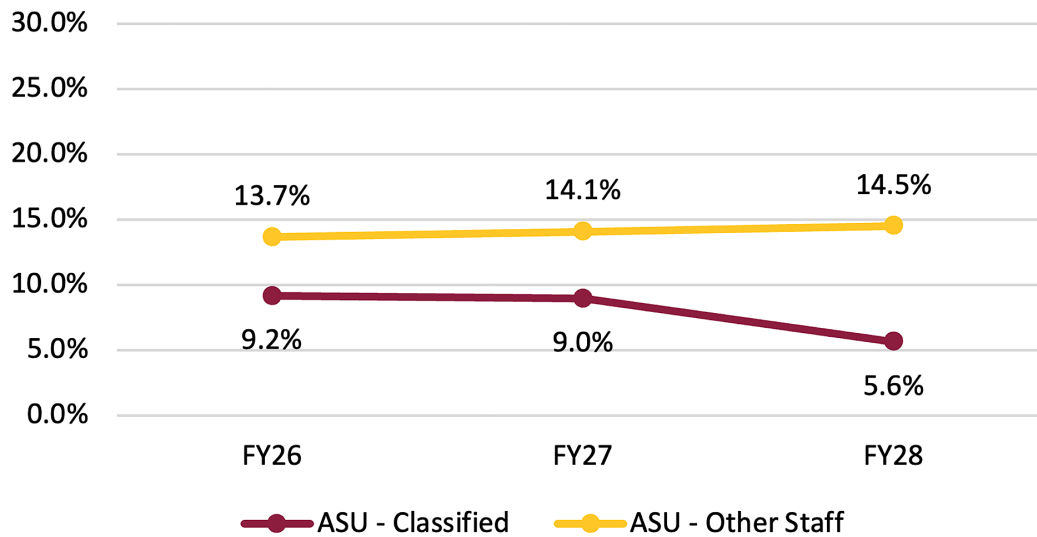
NAU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



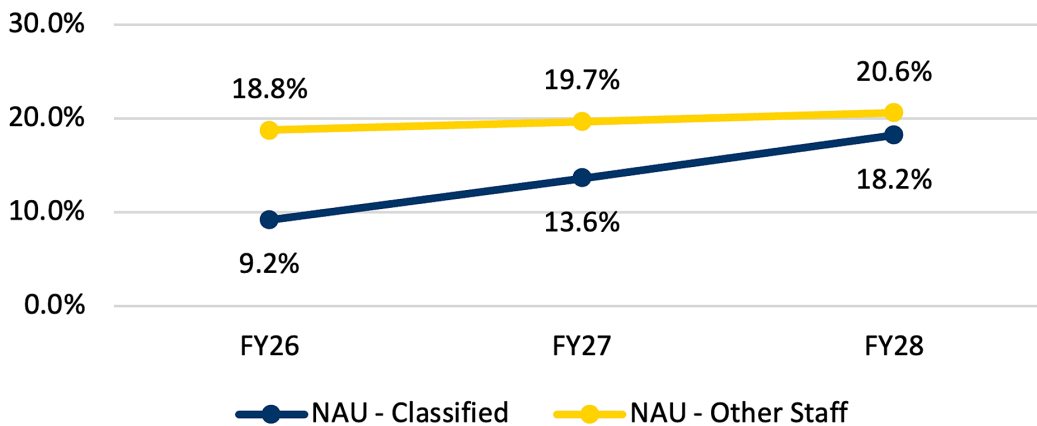
U OF A AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



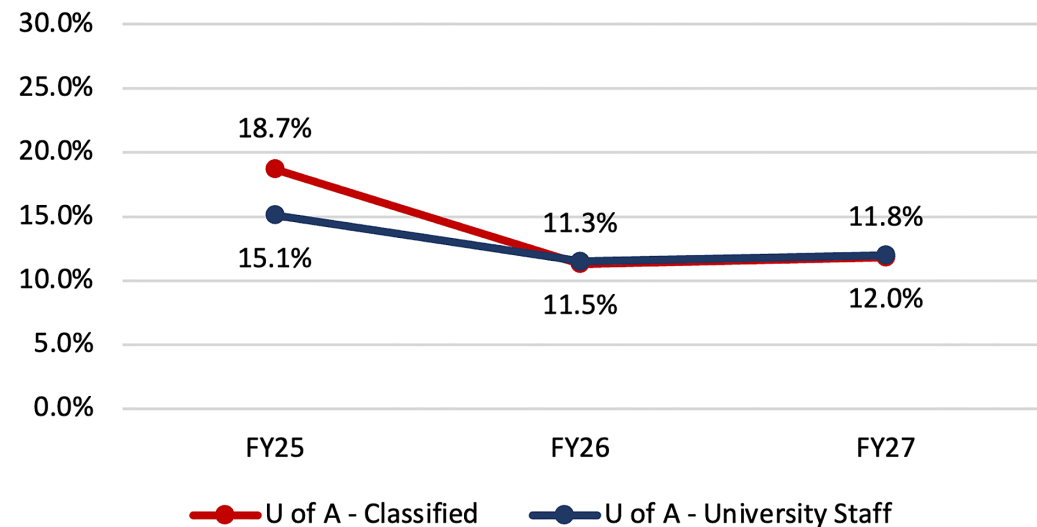
ASU AVERAGE STAFF SALARY INCREASE TO REACH MARKET



NAU AVERAGE STAFF SALARY INCREASE TO REACH MARKET



U OF A AVERAGE STAFF SALARY INCREASE TO REACH MARKET



**The three universities do not benchmark staff salaries to the same target.*



RECOMMENDATIONS

Compensation remains the principal workforce risk facing Arizona's public universities. Average faculty salaries at all three institutions remain below the median of their comparator institutions, and staff salaries remain below market across the classified, professional/university, and administrative categories. The increases required to reach market, shown by institution in the preceding charts, remain substantial in every employee category.

ABOR's advisory recommendation is that compensation for university faculty and staff continue to be treated as a funding priority for the Arizona university system, and that adjustments be sufficient to prevent further erosion of the system's position relative to the labor markets in which it competes.

Consistent with Board policy, the design and implementation of salary plans — including the allocation of available resources among employee categories and the market targets applied — remains the responsibility of each university, reflecting differences in mission, labor market, and workforce composition.

