

FY 2025

PERSONNEL REPORT





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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September 1, 2025



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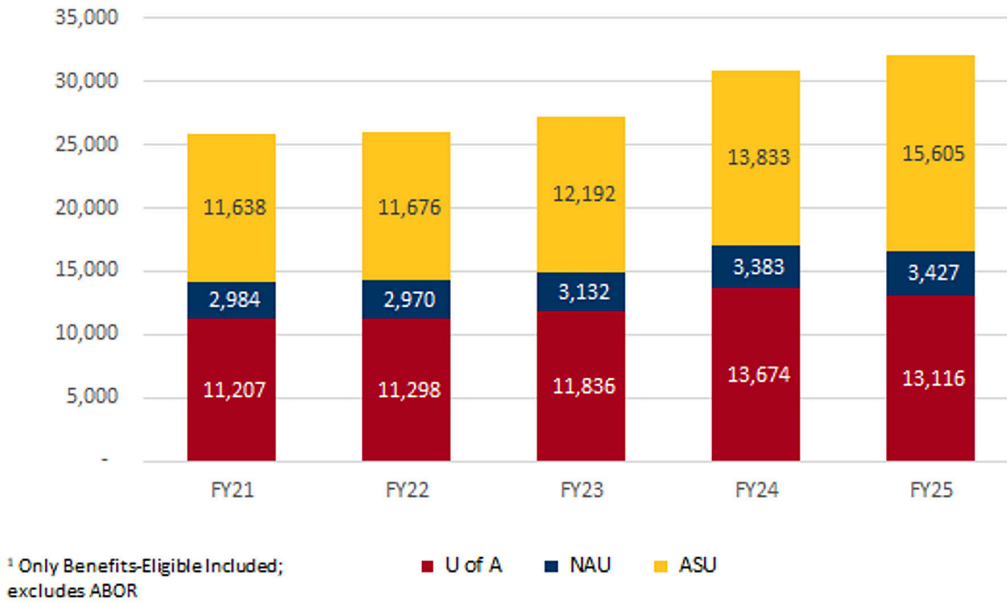
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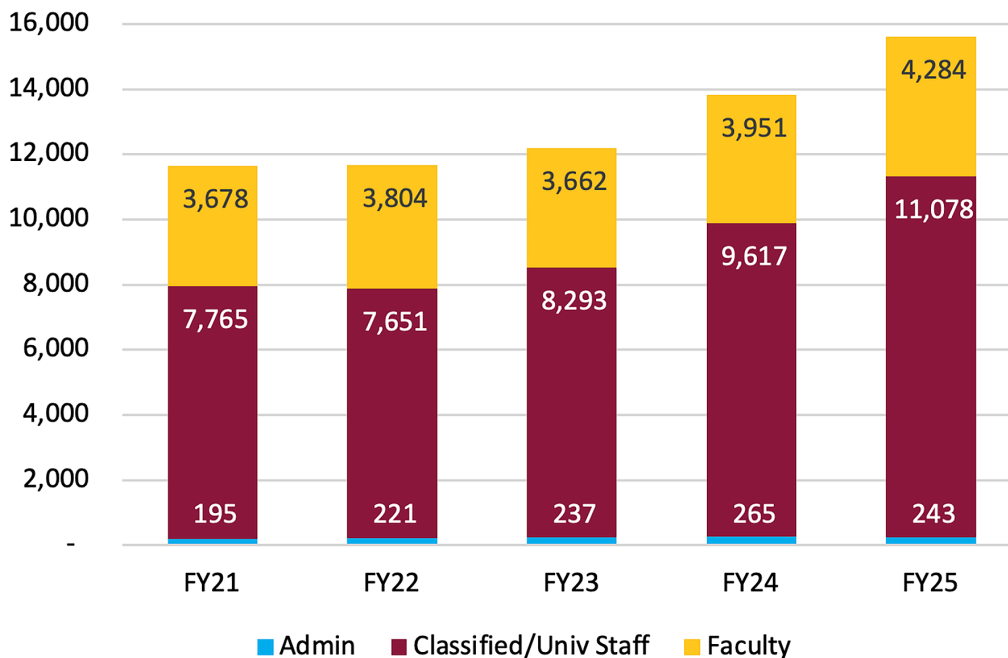
EMPLOYEE POPULATION

In fiscal year 2025, the total number of benefits eligible employees in Arizona's public universities was 32,148, representing an increase of approximately 24 percent between fiscal years 2021 and 2025. University employment consists of four broad categories - faculty, administrative staff, professional/university staff, and classified staff.

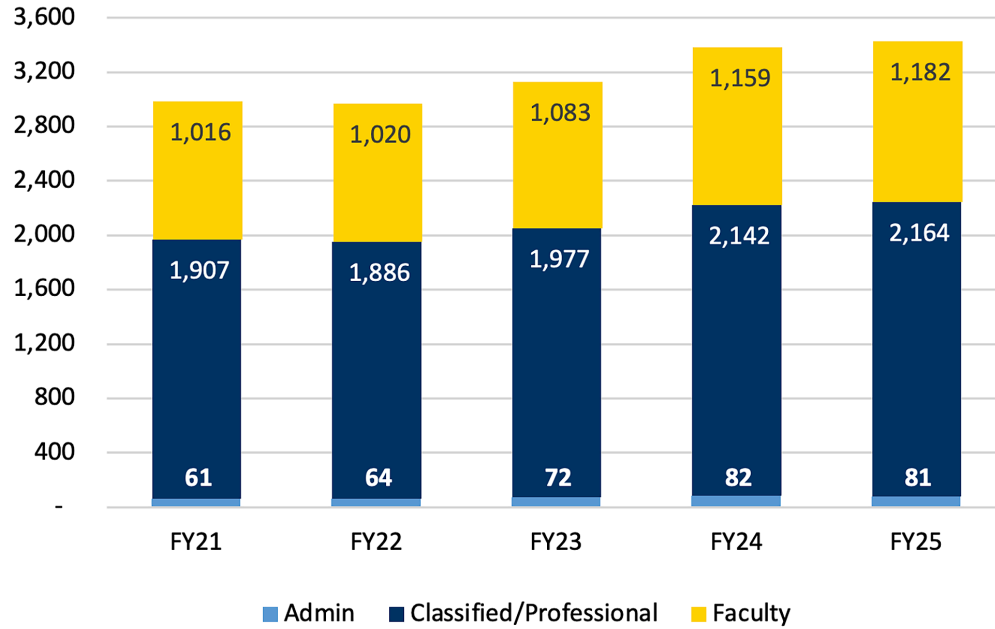
ARIZONA UNIVERSITY SYSTEM EMPLOYEE POPULATION ¹



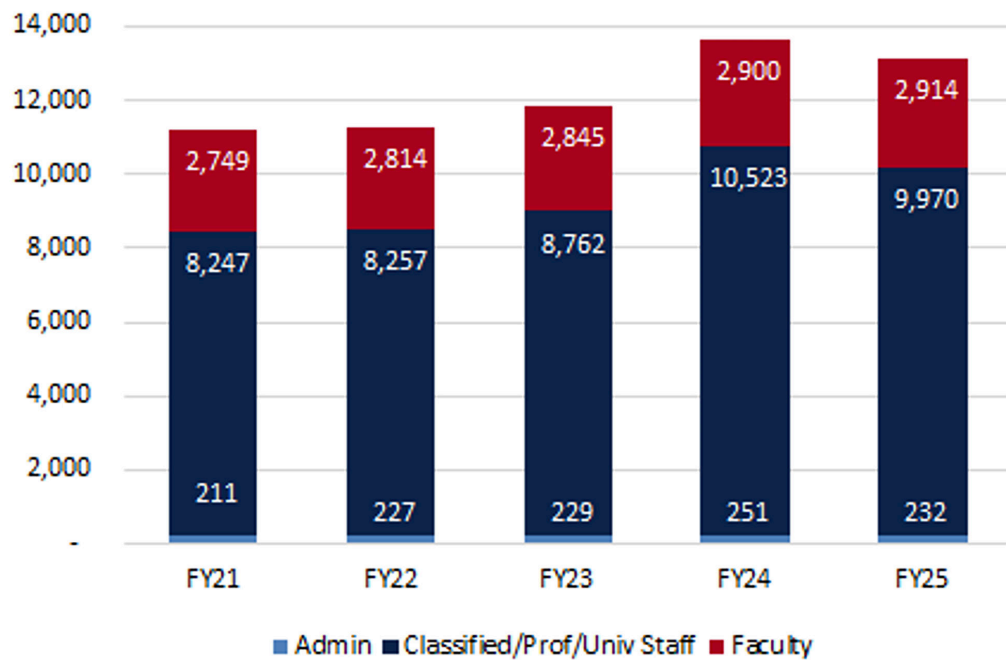
ASU EMPLOYEE BY TYPE



NAU EMPLOYEE BY TYPE



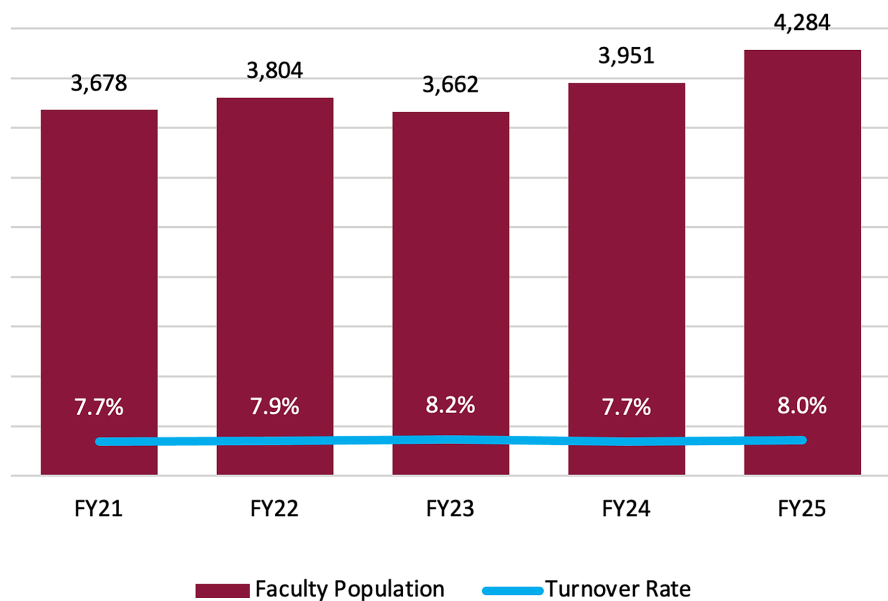
U OF A EMPLOYEE BY TYPE



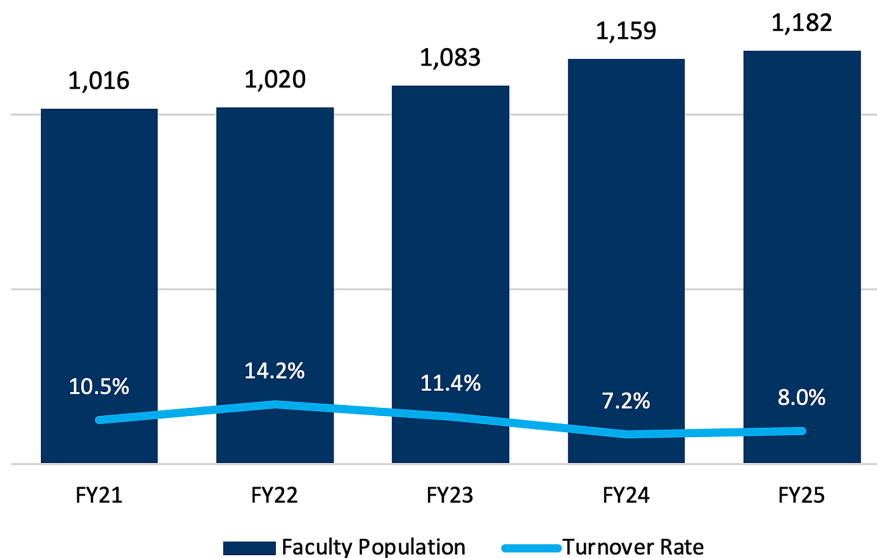
FACULTY TURNOVER REMAINS CONSISTENT

Turnover rates among faculty at Arizona's public universities have remained consistent over the last five years. In FY 2025 the University of Arizona had the lowest turnover rate among the three institutions at just over 5.0 percent. Arizona State University has been consistently averaging about 7.9 percent for the past five years. In FY 2025, NAU saw a slight uptick in faculty turnover increasing from 7.2 percent to 8.0 percent, which is still notably less than the 14.2 percent experienced in FY 2022.

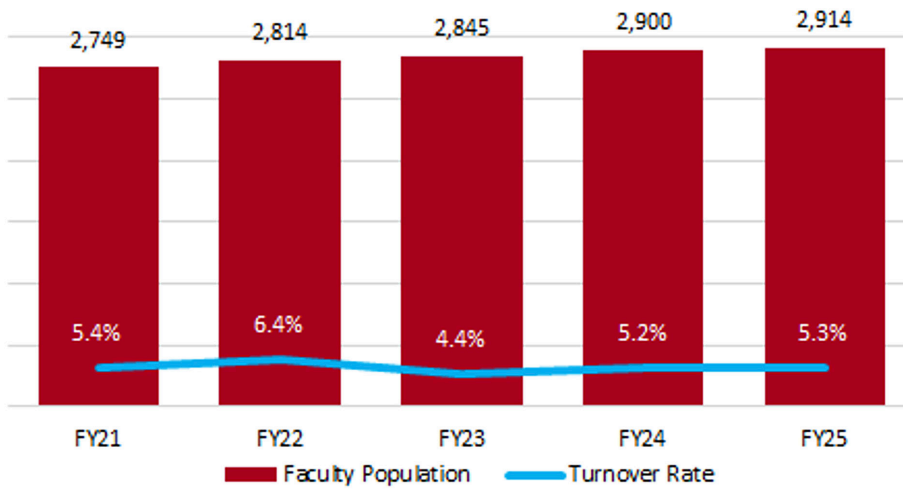
ASU FACULTY SEPARATIONS AND TURNOVER RATE



NAU FACULTY SEPARATIONS AND TURNOVER RATE



U OF A FACULTY SEPARATIONS AND TURNOVER RATE



STAFF TURNOVER

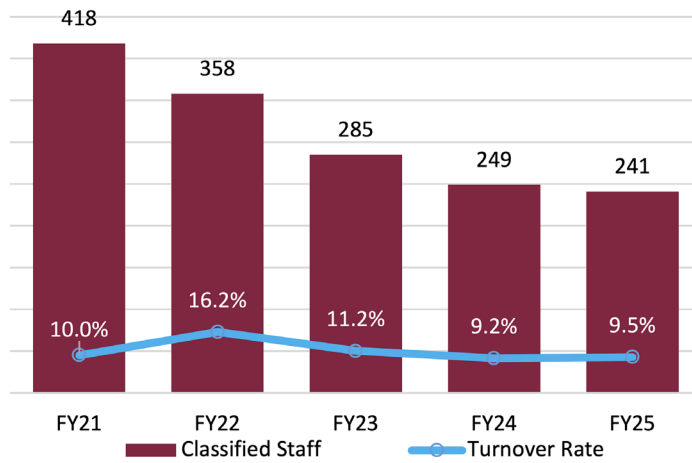
In FY 2025, staff turnover in all three categories of non-faculty employment at the three universities averaged 13 percent. ASU's turnover among classified and administrative staff remained constant year-over-year with a slight improvement in the university staff category, decreasing the turnover rate by nearly one percent from FY 2024. NAU has shown marked improvements in turnover over the past five years, decreasing classified staff turnover from 23 percent in FY 2021 to 17.7 percent in FY 2025, professional staff from 17.3 percent to 12.2 percent, and administrative staff from 13.1 percent to 9.9 percent. U of A's turnover has fluctuated year-over-year with a decrease in classified staff turnover from 12.6 percent in FY 2024 to 9.3 percent in FY 2025, due in part to U of A's continued transition to a new classification structure and the total number of classified staff decreasing. U of A's turnover among professional/university staff remained constant over the past five years, and turnover among administrative staff increased in FY 2025, from 5.6 percent in FY 2024 to 8.2 percent in FY 2025.

FY 2025 AVERAGE TURNOVER RATE FOR CLASSIFIED, PROFESSIONAL AND ADMIN STAFF

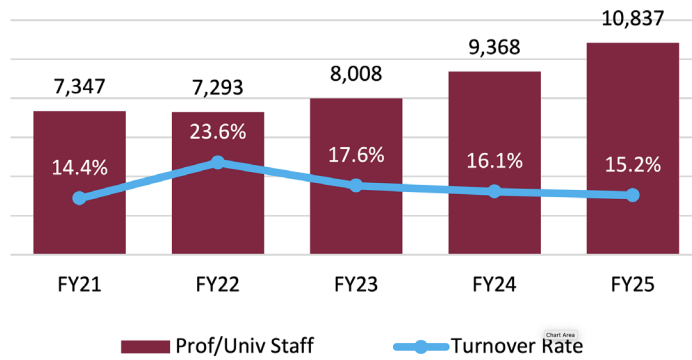
	CLASSIFIED	PROFESSIONAL/ UNIVERSITY STAFF*	ADMIN
ASU	9.5%	15.2%	6.6%
NAU	17.7%	12.2%	9.9%
U OF A	9.3%	10.6%	8.2%

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

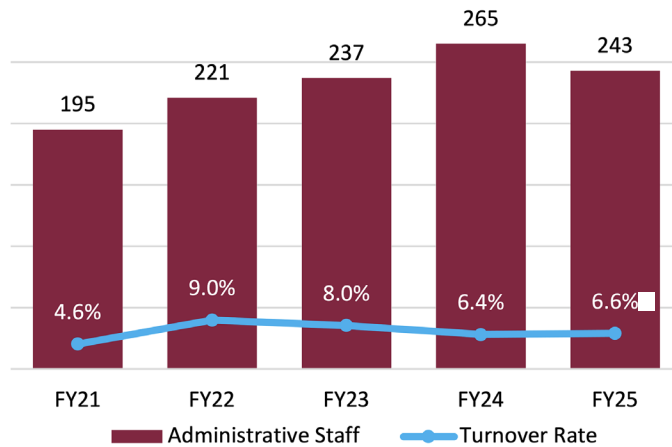
ASU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



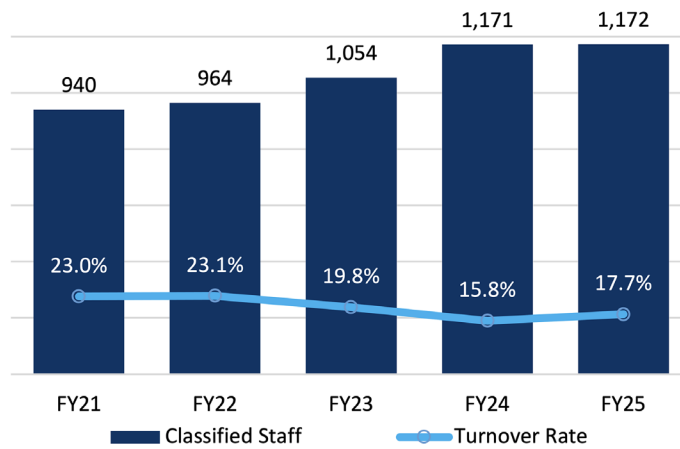
ASU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



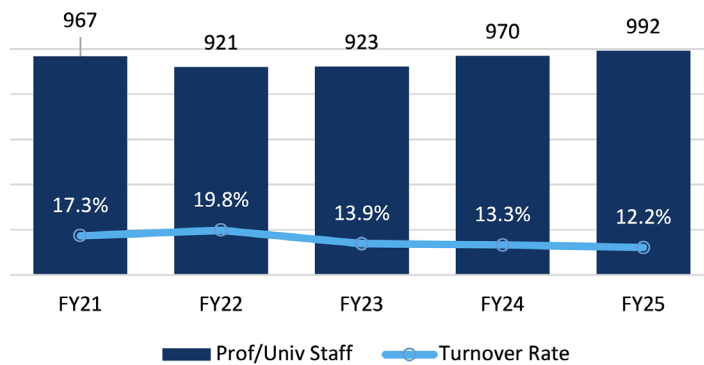
ASU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



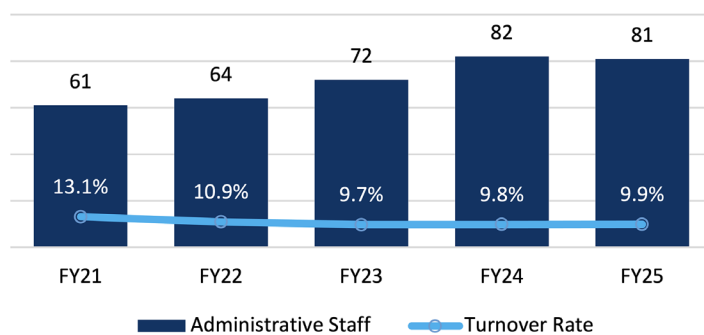
NAU CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



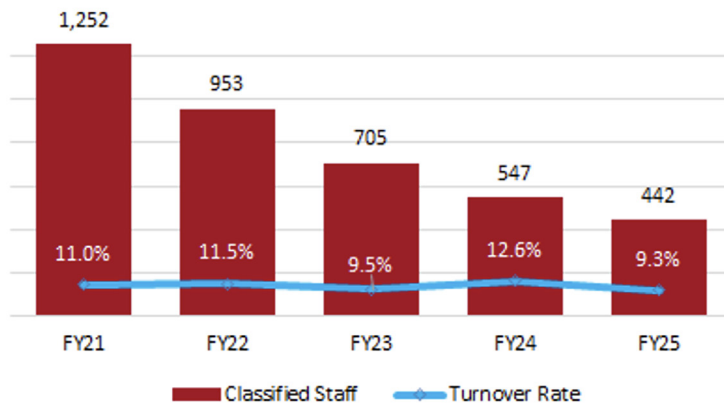
NAU PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



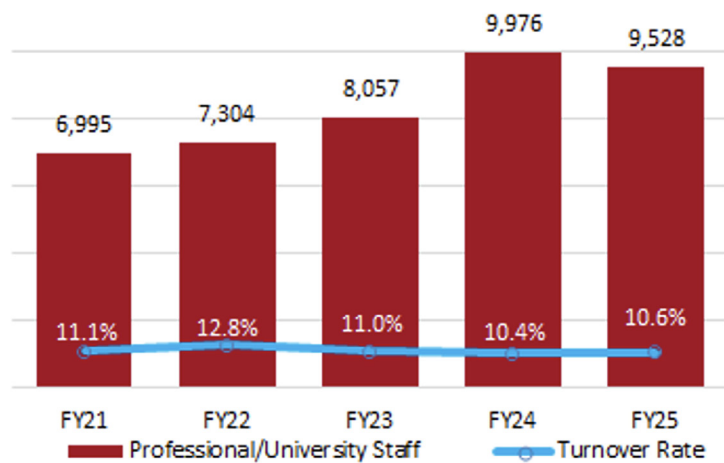
NAU ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE



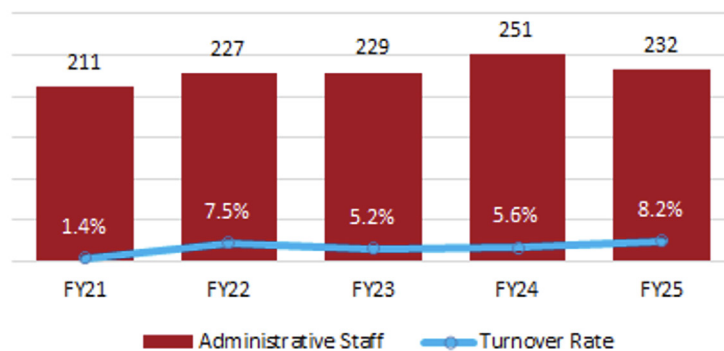
U O F A CLASSIFIED STAFF SEPARATIONS AND TURNOVER RATE



U O F A PROFESSIONAL/UNIVERSITY STAFF SEPARATIONS AND TURNOVER RATE



U O F A ADMINISTRATIVE STAFF SEPARATIONS AND TURNOVER RATE

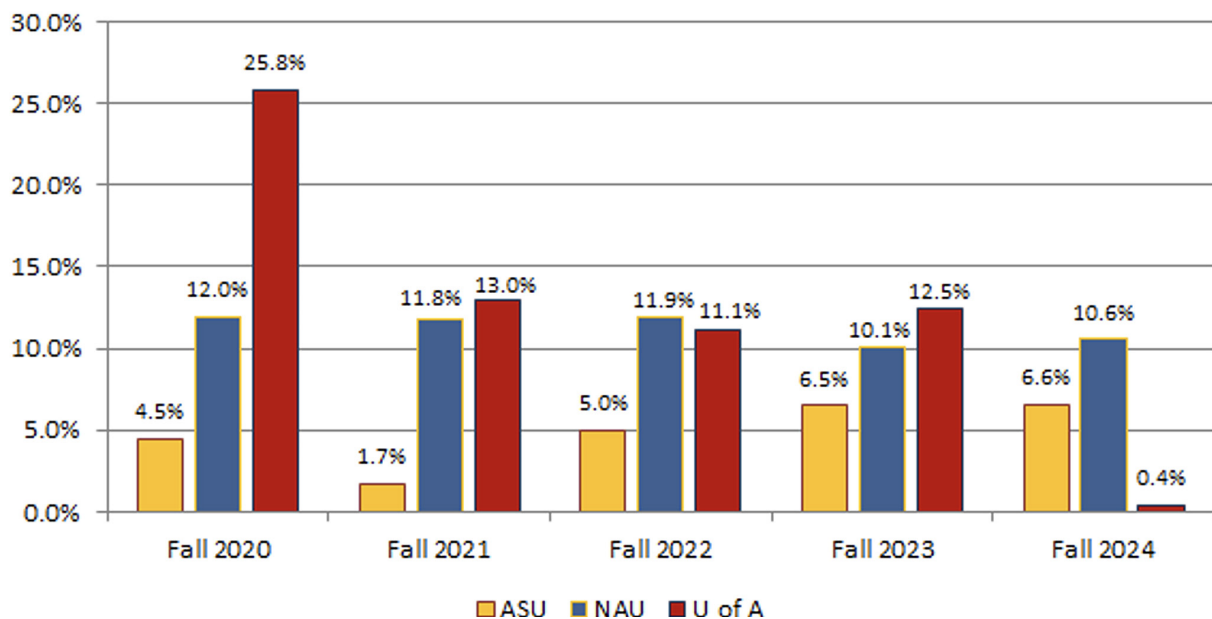


MARKET COMPARISONS

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.

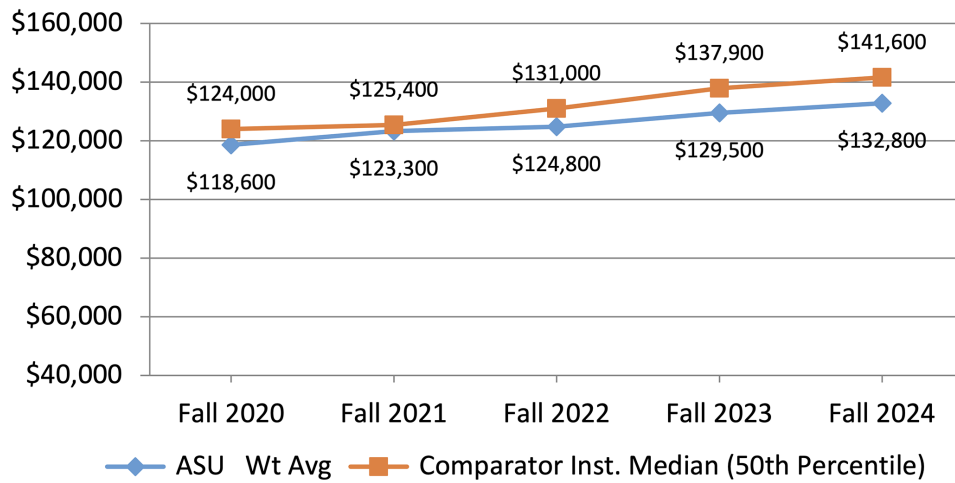
- For faculty, the universities calculate average and median salaries comparing faculty salaries in Arizona to those at comparator institutions using the most recent data from the American Association of University Professors (AAUP). These comparisons include all ranked faculty -- professors, associate professors, and assistant professors.
 - o 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 2025 with four universities ranking below ASU in faculty salaries. NAU also maintained its position with three universities ranking below NAU. UA updated its comparator institutions in FY 2025 and now ranks near the median of its comparator institutions.

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

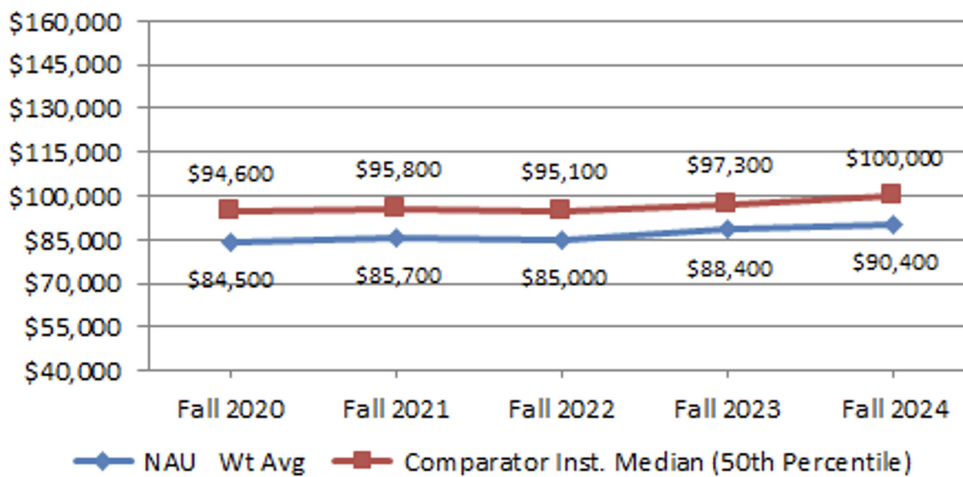


¹American Association of University Professors (AAUP), Association of American Medical College (AAMC), Association of American Universities Data Exchange (AAUDE), Association of Research Libraries (ARL), College and University Professional Association of Human Resources (CUPA-HR), State Higher Education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

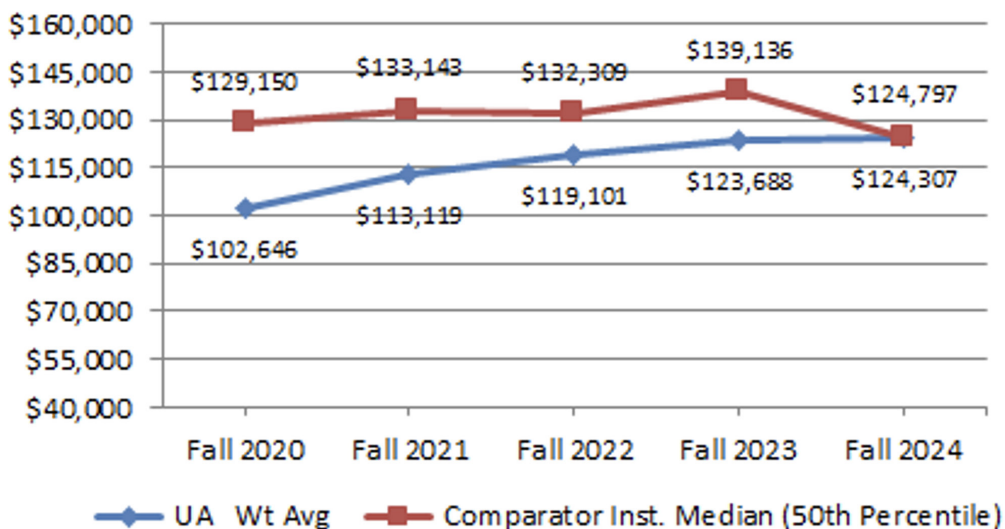
ASU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



NAU AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



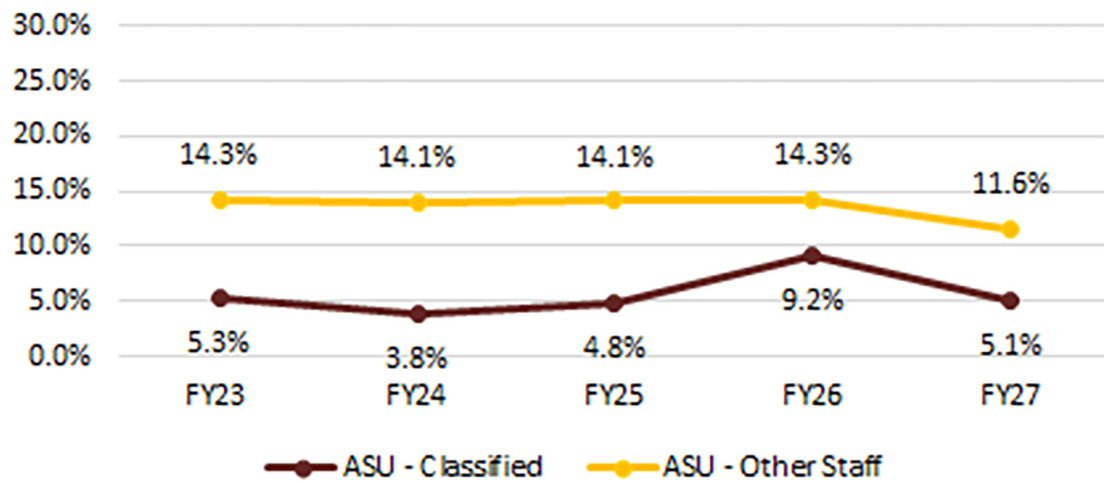
U OF A AVERAGE FACULTY (ALL RANKS) SALARY COMPARED TO PEERS



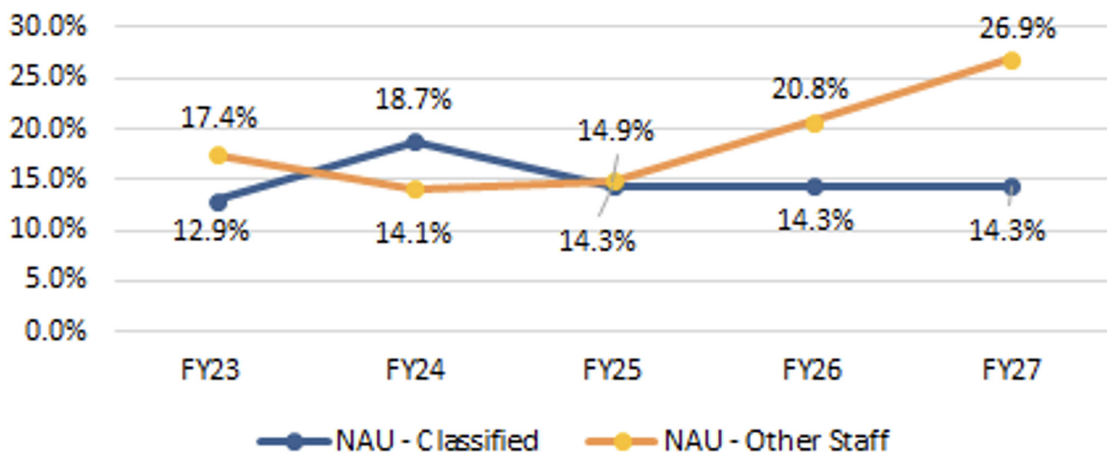
STAFF INCREASES NEEDED TO REACH MARKET

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.

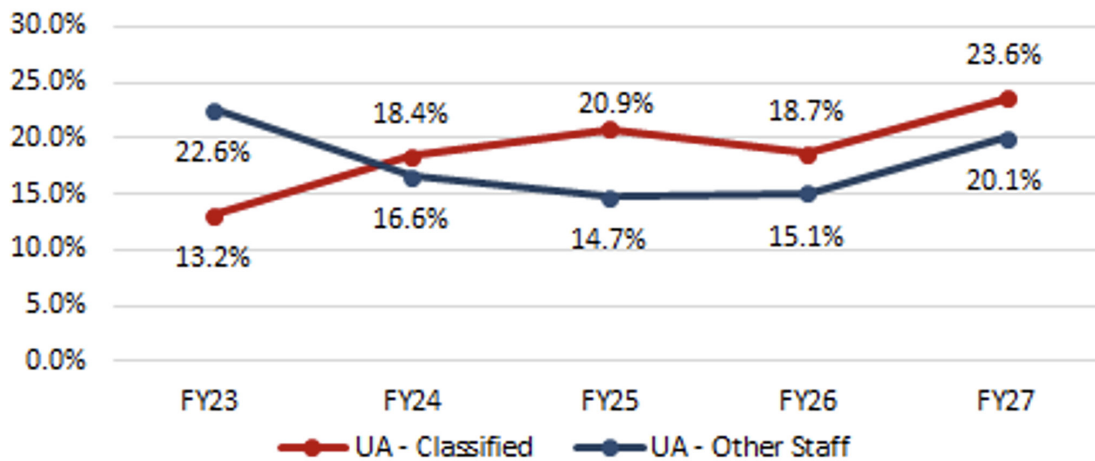
ASU STAFF SALARY INCREASE TO REACH MARKET



NAU STAFF SALARY INCREASE TO REACH MARKET



U OF A STAFF SALARY INCREASE TO REACH MARKET



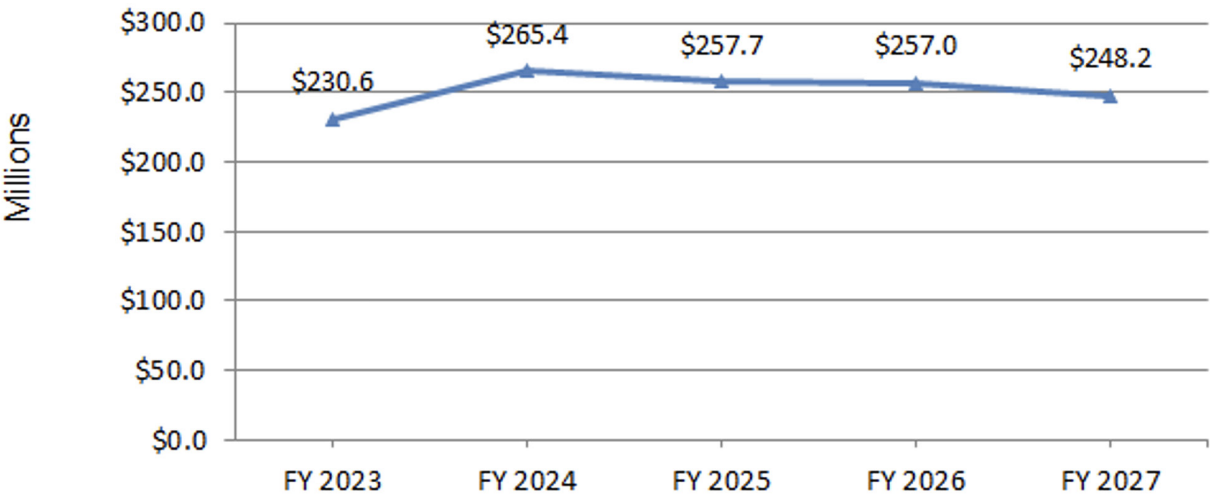
RESOURCES NEEDED TO MEET MARKET LEVELS

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 2027 the projected unmet salary need for Arizona's public universities is \$248.2 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. For 2026, employers are eyeing flat salary increases with projected increases to remain at 3.5 percent, matching 2025's actual increases, which continues to affect Arizona's university's ability to catch-up and keep-up with salary needs.

FY 2027 ESTIMATE (IN THOUSANDS)	
ASU	\$124,848.9
NAU	\$51,185.2
U OF A	\$72,166.8
TOTAL	\$248,200.9

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 \$8.2 million in FY 2024 to \$8.7 million in FY 2025.

FY 2025 COMPENSATORY TIME AND OVERTIME COSTS (IN THOUSANDS)

	STATE APPROPRIATED			OTHER SOURCES COMP & OT	TOTAL
	COMP	OT	TOTAL		
ASU	\$322.2	\$1,192.2	\$1,514.4	\$2,422.1	\$3,936.5
NAU	\$24.1	\$130.3	\$154.4	\$593.1	\$747.5
U OF A	\$151.5	\$1,418.7	\$1,570.2	\$2,414.6	\$3,984.8
TOTAL	\$497.8	\$2,741.2	\$3,239.0	\$5,429.8	\$8,668.8



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