Faculty and Staff Retention Task Force
Report to the University Senate

April 2015

Committee Members
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Sharon Picus  Human Resources
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Represented Constituencies
Campus Unions including AFSCME, SCUPA, APSCUF
Temporary Faculty
Regular Faculty
Deans/Associate Deans
Human Resources
University Senate

Charge
To recommend to the University Senate, (no later than April 15, 2016), practices and procedures to increase faculty and staff retention. The scope of this committee does not include any items specifically covered in any union contracts, nor recommendations to reduce teaching or advisement loads. The focus may explore resources, hospitality, collegiality, policy and procedure education, mentoring outside of the department, HR or faculty orientation training, etc.

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Executive Summary

To complete its charge of making recommendations to the University Senate to increase faculty and staff retention by April 2016, the Task Force adopts a three-stage approach to address the problem.

Stage 1: Define the Scope of the Problem
- Collect and analyze Human Resource (HR) faculty and staff turnover data;
- Collect and analyze HR faculty and staff exit survey data;
- Collect and compare sister PASSHE institution faculty and staff retention data with Kutztown University;
- Complete Stage 1 by May 2015.

Stage 2: Identify the Causes of the Problem
- Analyze Kutztown University’s Institutional Climate data to identify potential cultural norms affecting faculty and staff retention;
- Conduct “Stay” interviews of existing faculty and staff members to identify practices that increase/decrease employee morale and investiture in Kutztown University;
- Review the scholarly literature and practices of other institutions to identify other best practices that affect faculty and staff retention;
- Complete Stage 2 by December 2015.

Stage 3: Generate Policy Alternatives and Select Policy Recommendation(s) to the University Senate
- Identify a series of “best practices” to increase faculty and staff retention;
- Modify (as needed) list of practices to fit Kutztown University’s institutional and cultural structure;
- Analyze and compare options to identify maximum impact policies;
- Recommend policies to University Senate;
- Complete Stage 3 by April 2016.

The following are the principal findings of the HR data analyses completed in Stage 1:
- 261 employees left KU from 2009 to 2015;
- 188 (72%) of those employees voluntary resigned their position;
- The highest number of employees who resigned were from the AFSCME and APSCUF bargaining units;
- Fear of retaliation for expressing one’s opinion, open two-way communication at the University-level, and career opportunities were the three biggest challenges identified in the HR Exit Survey data.