

Massachusetts Legal Assistance Corporation

Retention Task Force Recommendations

Preamble

The Retention Task Force was created in response to a June 2010 letter from a coalition of 43 attorneys of color expressing concern about recent and planned layoffs having a significant impact on the diversity of legal services attorney staff. The letter proposed that MLAC convene a task force to examine legal services retention policies and practices. MLAC agreed to convene the task force because a more racially and ethnically representative legal community is necessary in order to ensure the long-term efficacy and integrity of legal services programs in the Commonwealth. Given this, the Task Force's priority goal is to seek to secure "optimum racial and ethnic diversity in the legal services workforce."

Membership on the Task Force included representatives from the Project Directors Group, the Attorneys of Color Coalition, the Diversity Coalition, MLAC staff, as well as Program Board and MLAC Board Members. It also included several union attorneys who volunteered to participate in the group. An additional person was added reflecting middle management. The Task Force membership was comprised of a diverse group of people, including gender, ethnic, program and geographic diversity, reflective of the legal services community in Massachusetts. Please see the attached appendix for a listing of Task Force Members.

Attrition of Attorneys of Color within MLAC and LSC Funded programs 2008 - 2011

Data reported to MLAC by the programs it funds reflects that the relative number of attorneys of color at legal services has dropped significantly since the June 2010 Attorneys of Color letter.

The data demonstrate that in March 2008 there were 57 attorneys of color employed as staff counsel by Massachusetts legal services offices (including both MLAC and LSC funded programs). As of August 2011 there are 40 attorneys of color employed in such positions, reflecting an effective loss of 17 attorneys of color representing a 30% decrease in their numbers during a three-year span. Nine staff attorneys of color left Massachusetts legal services offices within the past fourteen months alone.

When looking solely at MLAC-funded programs in the 2008-2011 time frame, a total of 39 (199 in 2008 to 160 in 2011) white attorneys left, representing an effective decrease of 19% of white attorneys, compared to a 40% relative decline in attorneys of color, 52 in 2008 to 31 in 2011.

Hiring data from MLAC and LSC funded programs show that between 2008 and 2011 a total of 36 staff attorneys were hired. Of this total number only 13 were attorneys of color. In 2010, for example, only three of 13 hires were attorneys of color. In 2011, through August, of five hires, two were attorneys of color.

These results demonstrate that since 2008, Massachusetts legal services staff attorneys of color (i) have been hired at a significantly lower rate than white attorneys; and (ii) have left legal services at a higher rate than their white counterparts. It is clear that the efforts of Massachusetts legal services offices to have a diversified pool of attorneys to reflect their client base are being undermined by the drastic imbalance in the rate of hiring of staff attorneys of color versus their relative attrition rate. The resulting effect is an actual limited ethnic diversity (of less than 18%) among Massachusetts legal services attorneys.

The recommendations of the Retention Task Force set forth herein are intended to provide guidance to support the future efforts of Massachusetts legal services programs to effectively address and curb this growing and disturbing disparity.

The History and Process

The Task Force held its initial meeting in November 2010, and held five additional four hour meetings through June 2011.

The Task Force goals were to:

- Review hiring and staffing data in order to get an accurate understanding of the composition of attorneys coming into and leaving Massachusetts legal services programs;
- Determine the reasons for the disparate effects on attorneys of color of the recent layoffs;
- Propose a specific set of recommendations to address the disparity during future layoffs; and,
- Design an effective mechanism to ensure that the recommendations are implemented.

Additionally, after extended discussion at its first meeting, the goals were augmented and the Task Force also decided to:

1. Draft a guiding statement of principles.
2. Compile legal services' best practices on recruitment, hiring, and retention of attorneys of color.
3. Develop policy recommendations.
4. Look for an opportunity to continue the discussion and extend it to the larger community.
5. Utilize the Task Force members to champion the principles and importance of diversity to the larger legal services community.
6. Check historical data so that the community can evaluate the recommendations in context.
7. Research relevant laws that would/could affect how union contracts are worded.
8. Gather information from colleagues in other states and from national sources (e.g., NLADA) regarding attorneys of color retention challenges, practices and results.
9. Compile a report for MLAC that includes policy and other recommendations with the expectation that the implementation and results thereof will be monitored to ensure accountability and implementation.

We presumed that all members of the Task Force as well as our extended community supported increasing diversity and focusing on hiring, recruitment and retention to achieve that outcome as desirable goals. We concluded that the Task Force should think broadly, develop sound recommendations and establish achievable goals. We acknowledged, however, that the Task Force could not mandate action. We also recognized that effective monitoring and support would be critical to the successful implementation of the Task Force’s recommendations and policy suggestions.

The Task Force created several workgroups to facilitate its work. These groups met outside of the full Task Force meetings to research, review and develop recommendations. These groups were:

Best Practices (local, statewide, national)

Sheila Hubbard, Tina Sanchez, Ken Luke, Freddy Matute

Contracts

Ray Mestre, Brian Flynn, Faye Rachlin

Culture of Inclusion

Rahsaan Hall, Jacquelynn Bowman, Richard McMahon, Ronald Traylor

Data Collection

Doug McCormac, Ken McIver, Carolina Africano, Sandy Yeung

Statement of Principles

Stuart Rossman, Jacqui Bowman, Deepinder Mayell

What Constitutes Diversity?

To ensure that the members of the Task Force would be “speaking the same language,” the Director of the Diversity Coalition provided at its first meeting a mini-tutorial highlighting the primary and secondary dimensions of diversity. See, Loden, Marilyn and Judy B. Rosener, *Workforce America: Managing Diversity as a Vital Resource*, Homewood, Illinois: Business One Irwin, 1991. The primary dimension consists of an individual’s “givens”: age, race, ethnicity, gender, physical or mental ability or disability, and sexual orientation. A mnemonic device for remembering the dimensions are to use the word GRAPES – **G**ender-**R**ace-**A**ge-**P**hysical/mental ability/disability-**E**thnicity-**S**exual Orientation. The secondary dimension consists of those things about us that are changeable: such as income, marital status, military experience, religious beliefs, geographic location, parental status, education, and work background.

The Task Force adopted these definitions of diversity and inclusion:

Diversity encompasses all those differences that make us unique, including but not limited to race, color, ethnicity, language, nationality, sexual orientation, religion, gender, socio-economic status, age, physical and mental ability.

Inclusion refers to an environment where each individual member of a diverse workforce feels valued; is able to fully develop his or her working potential; and contributes to the organization's success.

Statement of Principles

A critical outcome of the first official meeting of the Retention Task Force was the agreement that the mission should be formalized in a guiding Statement of Principles. A workgroup was delegated the responsibility of preparing a draft of the document for approval and adoption by the Task Force.

At the outset, the workgroup established certain governing guidelines for its efforts. First, it was determined that the scope of the Statement of Principles would be limited to the current challenges facing ethnic and racial minorities engaged as attorneys in the delivery of legal services in the Commonwealth. The issues could have been defined more broadly to encompass a more generic pronouncement regarding the value of diversity in the workforce rather than a response to the specific problems being faced by legal services in retaining ethnic and racial minority attorneys during the present circumstances. However, the workgroup recommended and the Task Force endorsed the more focused interpretation.

Second, it was decided that the purpose of the Statement of Principles was to establish diversity aspirations for the legal services community rather than to impose binding commitments. Therefore, the Statement of Principles should be construed to present an ideal, but not absolute, set of goals to be pursued.

Finally, the workgroup proposed, and the Task Force agreed, that the provisions of the Statement of Principles are to be applied equally to non-union as well as to unionized workplaces. The diversity aspirations set forth in the document are intended to guide legal services workplaces throughout the Commonwealth regardless of their employment/management relations or status.

After presentation and vigorous discussion at several of its meetings, a final draft of the document, reflecting the consensus decisions of the Task Force Members, was prepared for presentation at the Task Force's April 12, 2011, meeting where it was adopted by a unanimous vote as follows:

THE RETENTION TASK FORCE STATEMENT OF PRINCIPLES

The Retention Task Force Membership is reflective of the statewide legal services community and recognizes that a more racially and ethnically representative legal community is necessary to ensure the long term efficacy and integrity of legal services programs in the Commonwealth of Massachusetts.

The Retention Task Force will propose policies, best practices, and accountability models designed to create and maintain racial and ethnic diversity in the workforce. The Retention Task Force will be open to all ideas and approaches, including exploring successes in comparable fields and investigating and analyzing historic and current challenges within our programs.

Securing optimum racial and ethnic diversity in the legal services workforce is a complex problem that will require comprehensive and innovative solutions that must encompass every layer of the legal services community. To ensure that the recommendations made by the Retention Task Force are respected, we ask that everyone, including, but not limited to, MLAC, each legal aid organization, unions and non-union staff, commit to the goal of racial diversity and cooperate with implementation of the recommended policies, best practices, and accountability mechanisms.

The Retention Task Force recognizes the following fundamental principles as necessary to achieve more racial and ethnic diversity in the workforce:

- Legal Aid programs in Massachusetts need to actively identify, recruit, and hire diverse staff
- Legal Aid programs in Massachusetts need to build partnerships with diverse communities
- Legal Aid programs in Massachusetts need to improve professional development and leadership opportunities for diverse staff
- Legal Aid programs in Massachusetts need to develop succession plans to facilitate transitions in leadership to support and maintain a diverse staff at all levels of the organization
- Legal Aid programs in Massachusetts in partnership with the union need to develop layoff policies that support the retention of a diverse staff
- Legal Aid programs in Massachusetts need to create healthy, welcoming, and inclusive day-to-day work environments that respect and foster a diverse staff
- Legal Aid programs in Massachusetts need to promote an ongoing dialogue among all members of the legal services community to express and address issues regarding racial and ethnic diversity
- Legal Aid programs in Massachusetts need to institute effective procedures and accountability mechanisms that will encompass the recommendations of this Task Force
- MLAC must be fully committed to this effort and supportive of the efforts of Legal Aid programs to achieve more racial and ethnic diversity amongst their board, management, and staff
- Legal Aid programs in Massachusetts need to examine our economic models to identify financial impediments to maintaining a diverse staff and restructure appropriately

In order to effectuate these principles the Task Force has adopted the following recommendations:

MLAC DIVERSITY RETENTION TASK FORCE RECOMMENDATIONS

The recommendations below represent a variety of practices that can be utilized to increase program efforts to retain attorneys of color. We believe that in order to achieve success, as many of the practices as possible should be utilized. These recommendations are not intended to be exhaustive and will hopefully encourage the development of ideas not reflected here. Finally, it is important that programs recognize the need to strive towards being able to invest resources into these efforts and not solely utilize those that have no budgetary impact.

1. STATEWIDE INITIATIVES

- MLAC should expand the Racial Justice Fellowship program and explore other fellowship possibilities in order to retain a diverse staff in all MLAC funded programs. While we understand that MLAC has experienced a funding crisis, we believe that this is a critical situation warranting an examination of other costs to determine if there are resources which can be reallocated to assist programs in preserving staff diversity.
- Parties to Union Contracts should consider language that provides some protection for diversity within a seniority based layoff system that will retain an attorney staff that reflects the client communities. Because each of the programs and the communities they serve may have different issues and the law does not provide any simple answers, the Task Force has not provided specific language. Some possible provisions could include layoffs within a band system (grouping staff by experience with a select number of reductions within each band), protection for attorneys who speak languages spoken by the client communities, and protection for attorneys with specialized skills. For programs without unions the Task Force similarly believes that each program should determine an appropriate manner in which to conduct layoffs which take into consideration seniority and other factors such as those suggested here. This list of suggestions is not exhaustive. The Task Force could not reach consensus as to a mandate from MLAC in regard to some of the retention ideas that were discussed, but have concluded that each program should take the necessary steps to preserve diversity among its attorney staffing.
- MLAC and the Project Directors Group should ensure that training is available to program leadership to help identify, coach and support potential leaders of color among their attorney staff.
- MLAC should ensure that leadership development training is periodically available to all program attorneys.
- MLAC and the Diversity Coalition should sponsor opportunities within the broader legal services community for continued learning and dialogue about issues of attorney diversity utilizing current best practices in the area of diversity.
- MLAC and the Diversity Coalition should regularly sponsor a speaker series open to all staff with prominent people from under-represented groups to talk about diversity issues or to present a subject of interest.
- The legal aid community should develop ways to consistently obtain input about diversity initiatives from all segments of the community.
- MLAC should convene a statewide summit meeting with attorneys of color, executive directors, union, staff, and board members to have a facilitated discussion

about legal services hiring and retention of attorneys of color to identify barriers and gain better insight as to what must be done to remove the barriers.

2. PROGRAM BASED INITIATIVES

- Each program should develop a diversity plan or update a current plan based on the Task Force’s recommendations to focus attention and resources on program efforts to create or maintain a culture of inclusion which we define to be a workplace environment that is the result of the purposeful and affirmative pursuit of and the existence of policies and initiatives that create, honor and affirm the diversity of the workplace.
- Each program should convene a “Diversity Council” which will support the diversity initiatives and assist in the development of the program’s plan to implement the recommendations of the Task Force and/or any diversity plan requirements requested by MLAC.
- Each program should maintain a culture of inclusion that would support allocation of program resources, including funds, towards attorney of color retention efforts
- Each program should establish a mentoring program. Programs need to devote more resources to mentoring newer attorneys to assure that all attorneys are developing a wide range of skills. Experienced staff should be available to provide guidance and support to new attorneys.
- Each program should have regular consultations with the Diversity Coalition Director regarding retention activities, including but not limited to, before attorney layoffs are implemented and when developing a diversity action plan.
- Each program should conduct regularly scheduled periodic performance evaluations of all staff attorneys, as per MLAC standards. The evaluation process should be utilized to enable attorneys to develop strengths and to address areas of weakness needing additional development.
- Each program should have the capacity (possibly through the mentoring program) to identify attorneys of color with leadership potential and ensure that training and support is provided to support professional development.
- Each program should provide training in leadership/managerial skills for all legal staff.
- Each program must ensure that all attorneys, but especially newer attorneys have effective supervision. Effective supervision has been cited as a critical element of retention of attorneys. Programs need to ensure that supervision of attorneys is a central aspect of every legal staff supervisor’s responsibilities and that there is sufficient time allotted to effectively supervise and create supervision or professional development work plans that contain leadership development steps.
- Programs must also ensure that legal staff supervisors have the skills and cultural competency training to be effective supervisors. Each program should identify and recommend a wide variety of leadership opportunities for its attorneys.
- Each program should provide coaching for legal staff supervisors to enhance their abilities to continue to manage attorneys.
- The Diversity Council within each program should sponsor opportunities within the organization for continued learning and dialogue about issues of attorney staff diversity and support attorney staff attendance at community-wide events.

- Each program should forge partnerships with diverse professional organizations to ensure that the program is making appropriate efforts to recruit, mentor and retain attorneys of color.

3. RECRUITMENT

- The Task Force recognized that several programs have made concerted efforts to recruit a diverse attorney staff. These efforts include hiring and recruiting among a diverse pool of law students; recruiting graduates of schools with a large diverse student body; improving hiring practices and procedures to assure competitiveness with government agencies and other non-profit organizations; and seeking support from various affinity bar associations. The Task Force also recommends establishing connections with career placement offices at various law schools, particularly those with significant diversity.
- The Task Force also noted that while many programs have been successful in recruiting a diverse staff, many of the attorneys left legal services after a short time. We recommend that programs utilize exit interviews for attorneys as a mechanism to identify issues affecting the maintenance of a culture of inclusion. Programs may want to consider having these interviews done outside of the program to encourage honest feedback.
- Programs should also explore more ways to establish a loan forgiveness program as some organizations have had success recruiting and retaining diverse staff when a loan forgiveness program is available.

MONITORING AND ENFORCEMENT

Monitoring and enforcement is a critical component of successful retention efforts. We believe that together with the informed commitment of program boards, MLAC is in the best position to perform this function.

The Boards and Programs shall:

- Adopt diversity action goals that are tailored to each program and provide regular reports to its board on the program's progress in meeting the identified goals. These goals should be periodically reviewed by said boards.
- Report the adopted attorney diversity action goals to MLAC prior to implementation and provide regular reports on the program's progress in meeting the identified goals.
- Keep staff regularly updated and informed about attorney diversity initiatives and successes.
- Ensure each program has designated a Diversity Council to work on implementing the program's efforts around attorney diversity issues and to act as a liaison between the program and the Diversity Coalition Director.
- Ensure every departing attorney, but particularly attorneys of color, receives an exit interview that is confidential; programs should also consider creating a mechanism that allows for anonymous feedback about the workplace environment. While

ensuring confidentiality, programs should summarize key findings from the exit interviews and share them with the Diversity Coalition, its board and management staff.

MLAC will:

- Develop a comprehensive plan for monitoring and supporting programs' efforts to retain attorneys of color.
- Review the diversity information currently being collected to determine whether the information is sufficient, and if not, determine what additional information is needed and how often the information should be collected and/or updated.
- Publicly recognize programs that meet or exceed goals.
- Provide programs with support in their efforts to formulate and/or implement their attorney of color retention goals.
- Publish regular reports of each program's progress in retaining attorneys of color. Leverage existing resources and expertise within the state and make these resources available to the programs.
- Ensure every departing attorney, but particularly attorneys of color, receives an exit interview that is confidential.
- Provide a confidential survey, developed with the assistance and approval of the program directors and other interested stakeholders, which will enable the Diversity Coalition to solicit relevant information from all exiting attorneys.

APPENDIX

UPDATED OPEN LETTER TO LEGAL SERVICES LEADERS ON THE EFFECT OF FUNDING CRISIS ON ATTORNEY DIVERSITY

June 24, 2010

TO: Massachusetts Legal Services Executive Directors and Union Presidents
FR: Legal Services Attorneys of Color Group
RE: Effect of funding crisis on retention and attorney diversity
CC: Lonnie Powers & Pat Swansey, MLAC; Joyce Allen-Beckford, Diversity Coalition

Seven years ago, 26 attorneys of color, half of whom have since left legal services, in a letter dated March 27, 2003, expressed our “concern that programs will respond to imminent financial constraints using traditional layoff policies” which would predictably “decreas[e] an already inadequate percentage of legal services minority attorneys and shrink the diversity of our future pool of candidates for positions of leadership.” We fear that our predictions remain poignantly accurate. Today, the undersigned attorneys of color write to register our discontent with the implementation of layoff policies occasioned by our current funding crisis; endorse MLAC’s proposal to use both Bart Gordon and the Racial Justice Fellowships for retention purposes; and propose system-wide examination and comprehensive monitoring of our retention policies and practices.

Legal services clients, including those from historically underserved and of color communities—who constitute about 43 percent of our client populations—deserve to be served by well trained, highly competent staff in a welcoming and diverse environment reflective of the communities from which they hail. Our clients deserve representation from staff whose life experiences enhance their ability to effectively work with diverse populations. Our clients also deserve diversity of viewpoints in decision-making ranging from case management to priority-setting. Our commitment to equal justice for all requires that we demand and strive for no less.¹

We are deeply disturbed by the recent layoff of virtually all attorneys of color at South Coastal Counties Legal Services resulting from the implementation of strict seniority policy. We understand that out of 6 recently hired attorneys of color, **all** but 1 were let go, and of 13 staff laid off, 8 were people of color. We do not intend to single out SCCLS and are well aware that other programs, including GBLS, are also scheduled for layoffs and may well repeat a similar pattern. We are also mindful of hard-fought collective bargaining agreements which reward length of service. But we are troubled by reflexive implementation of strict seniority policies which perpetuate the “last hired, first fired” syndrome that prejudices new hires who are oftentimes attorneys of color. We pointed out in our previous letter that our upper level management was virtually white and that we had a limited pool of eligible candidates of color for positions of leadership. While we acknowledge that modest in-roads have been made since then, real progress on those fronts

¹ As reported by the American Bar Association, the evidence is compelling in the medical profession that a diverse medical staff contributes to greater equity and the elimination of health disparities. See ABA’s *Diversity in the Legal Profession; The Next Steps* (2010). While such evidence appears sparse in the legal field, we could learn important lessons from the medical profession.

continues to elude us because, in part, we consistently hire new attorneys of color and let most of them go when financial crisis hit.

We recognize that Supreme Court precedents, such as *Ricci v. DeStefano*, 129 S.Ct. 2658 (2009), may impede good faith efforts to advance racial equity and diversity, but we believe that as agents of racial and social justice, we, in legal services, can abide by the dictates of the law while adhering to our core values of equity and justice. Besides, in spite of the court's holding, the case noted that unintentional disparate impact should be remedied.

Because we may not passively condone disparate impacts and because the principles articulated in our previous letter, in particular, that strict seniority be balanced with factors that preserve diversity, such as "community ties", "cultural and/or economic background" and "bilingual skills," while still salient, have yet to substantially further attorney retention, we propose that MLAC convene a taskforce, whose membership will include Project Directors, Attorneys of Color, the Diversity Coalition and other stakeholders, that will be charged with holistically examining legal services retention policies and practices, recommending emerging best practices and devising effective monitoring strategies to ensure that our retention policies do not continue to have untoward disparate impacts. We have refrained from offering prescriptive measures because we appreciate that "diversity work" is evolving and better promoted when all stakeholders collaborate in creating workable solutions. We also recognize that the Diversity Action Plan that many programs adopted in 2004 encompassed some of the objectives envisioned for the proposed taskforce. However, here, we suggest a time-limited working group singularly focused on retention, reviewing quantitative and qualitative data and recent relevant legal precedents, and developing meaningful accountability measures and evaluation.

To address our more immediate retention concerns in light of recent or impending layoffs, we endorse MLAC's proposal to adjust the use of two Bart Gordon and one Racial Justice Fellowships in FY 11 to retain staff that have recently been or are at the risk of being laid-off. While the fellowships have been critical in recruiting diverse staff, because our retention efforts continue to lag, we believe that realigning the fellowships in this manner is highly beneficial.

To conclude, seven years from now, we look forward to an updated missive that applauds our vastly improved retention data, celebrates the hard-work and commitment that got us there, and proposes to promote our best practices beyond our shores. We thank you for your consideration of our letter and look forward to continuing our cooperative working relationship.

Legal Services Attorneys of Color²

Carolina Africano (GBLS)
Luz Arevalo (GBLS)
June Beack (NLS)
Virginia Benzan (MLRI)
Manisha Bhatt (GBLS)
Jacquelynne Bowman (GBLS)
Jason Corral (GBLS)
Pamela Coveney (DLC)

² Ron Traylor and Kim Tsai, soon-to-be laid off SCCLS attorneys of color, also join in this letter.

Sherley Cruz (GBLS)
Pascale Desir (NLS)
Taramattie Doucette (GBLS)
Fran Fajana (MLRI)
Njeri Gichohi (LACCM)
Iris Gomez (MLRI)
Young Soo Jo (LACCM)
Zenobia Lai (CLAE)
Hisham Leil (WMLS)
Sandy Lin (GBLS)
Cynthia Mark (GBLS)
Severino Martinez (LARC)
Elizabeth Matos (SCCLS)
Deepinder Singh Mayell (MVLS)
Leticia Medina-Richman (LACCM)
Mithra Merryman (GBLS)
Alex Munevar (GBLS)
Hinna Mushtaque (LACCM)
Adrienne Packard (MVLS)
Lyonel Jean Pierre (LACCM)
Nina Sa (LACCM)
Santina Sciaba-Douglas (CPR)
Veronica Serrato (VLP)
Lauren Song (GBLS)
Quinten Steenhuis (GBLS)
Patricia Tellis-Warren (GBLS)
John Willshire-Carrera (GBLS)
Chi Chi Wu (NCLC)
Sandy Yeung (GBLS)

Retention Task Force Members

Retention Task Force membership included representatives from the following: the Project Directors' Group, Attorneys of Color Coalition, Diversity Coalition, and MLAC staff, as well as Program Board and MLAC Board Members. Several union attorneys were also on the Task Force.

Task Force Chair	Program	Region
Jacqui Bowman	GBLS	Eastern
Board Reps		
Rahsaan Hall	MLAC Board Chair	Eastern
Kenneth Luke	GBLS Board	Eastern
Stuart Rossman	VLP Board	Eastern
Attorneys of Color Reps		
Carolina Africano	GBLS	Eastern
Ron Traylor	SCCLS	Eastern
Sandy Yeung	GBLS	Eastern
Union Reps		
Mayel Deepinder	MVNS	Northeast
Brian Flynn	GBLS	Eastern
Doug McCormack	SCCLS	Southeast
Ray Mestre	LACCM	West/Central
Project Director Reps		
Sheila Hubbard	VLP	Eastern
Ken MacIver	MVLS	Northeast
Richard McMahan	SCCLS	Southeast
Faye Rachlin	LACCM	West/Central
Tina Sanchez	WMLS	West/Central
MLAC Reps		
Joyce Allen-Beckford	Diversity Coalition	All
Freddie Matute	MLAC Staff	All
Note Takers		
Pat Swansey		
Donna Southwell		

Retention Task Force Workgroups

The Task Force created five workgroups to facilitate its work. These groups met outside of the full Task Force meetings to research, review and develop recommendations. These groups were:

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