

Report on Market Perception Study

Cover Letter

Tuesday, August 4, 2009

Ms. Merith Weisman
Coordinator, Center for Community Engagement
Sonoma State University
1801 East Cotati Avenue
Rohnert Park, CA 94928

Dear Merith,

It has been both my pleasure and an honor to be of service to you, the Center for Community Engagement (CCE) and Sonoma State University (SSU).

What follows is a Report outlining my Findings and Recommendations in response to a series of interviews conducted with members of the Non-Profit Community (NP) who represent existing or potential partners for CCE.

I must emphasize my support of your courage for allowing me to undertake a Study such as this. Such an action represents the kind of bold initiatives that many people are afraid to begin. I believe they, rightly, fear what will come out of such an exercise.

So, it is with great gusto that I present these Findings because, on the whole, they represent a very positive -- almost glowing in some cases -- of your performance, attitude and competence. I imagine that, at some level, you were confident of your work and, therefore, had little to fear by having me ask your partners how you were doing.

How can the report be read? Well, first, you don't have to start at the beginning. In my experience, though, most people like to see what others have said...so you could go to Appendix A to learn about some of the comments made by interviewees.

How can the Report be shared? I can envision a number of options:

- 📍 on CCE's website
- 📍 on SSU's website
- 📍 with the printed media
- 📍 with the social media (Facebook, etc.)
- 📍 directly with Non Profit partners via Email and PDF
- 📍 with NP's via a facilitated meeting



- directly with Faculty / Administration in a session for anyone interested

I encourage sharing and transparency but I would first recommend an exploration of the motivations for sharing in order to be clear that the distribution were going to meet some targets, some goals.

I am delighted that I had this opportunity and look forward to further discussions on the contents of this Report. I welcome, encourage and endorse questions and a thorough examination.

Sincerely,

George R. Moskoff, CMC
APG Consulting

WORKING DRAFT

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Executive Summary

APG Consulting, through the services of George Moskoff, CMC, undertook a Study for Sonoma State University's (SSU) Center for Community Engagement (CCE).

Objective

Our purpose in this Study was to uncover perceptions of Non-Profit partners of the services of Center for Community Engagement (CCE) at Sonoma State University (SSU).

Goals

We contacted forty potential interviewees (Appendix C) with the intent of conducting a total of twenty (20) interviews.

Methods

We conducted telephone interviews -- about 20 minutes on average -- with twelve (12) NP organizations. These were unstructured qualitative assessments with no intent of creating any statistically actionable information.

Findings

- CCE is fulfilling its mission and Merith Weisman is doing an especially good job of representing the University and the Center.
- NP Partners are pleased with the arrangements where students engage in service learning: NP Partners feel as if they get something out of the bargain and the student ends up learning a great deal about him/herself
- NP Partners are open to being educated more frequently about CCE's workings
- CCE's website is not used by NP Partners

Recommendations

- Keep doing what you're already doing: providing links with Faculty; creating places for students to engage in Service Learning endeavors
- Keep Merith Weisman in her job
- Add Information Technologies and automation so that could be exploited: social networking media: LinkedIn, Bing, Facebook, etc.
- Website could be leveraged; most interviewed didn't know it existed.
- Engage services like Constant Contact for email marketing services
- Consider becoming a linking agent for NP's in Sonoma County; this is a void that other agencies are not now filling



Objective / Purpose

This Study was undertaken to:

1. uncover the underlying motivations for “partnering” with SSU and CCE
2. better understand the behaviors and actions that lead to NP’s being “tightly engaged” and exploiting SSU’s and/or the CCE’s resources for the benefit of the populace

This information could then be leveraged to help improve:

- CCE’s Community Outreach undertakings
- Formatting and design of two future convenings of community groups during next academic year

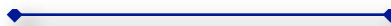
Elements of the Study did seek to support a better understanding, where possible, of SSU’s priorities. As they were described to me, they were:

- Sustainability
- Diversity
- Roseland (the unincorporated area of Santa Rosa)



Numeric Goals

Our numeric goals were simple: interview at least ten (10) contacts from Community Organizations (NP’s) who have some sort of experience with the CCE at SSU or SSU’s faculty or students. Interview at least ten (10) contacts within the NP community who don’t have a relationship with CCE.





Methods

We looked at this Project as a quasi-market perception Study. CCE, in the strictest sense, does not really have paying customers but...these NP's could vote with their feet and choose not to use the services of CCE. The fact that they do use some of the services suggest that they feel there is more benefit in partnering than not partnering. I know this is not rocket science kinds of definitions but it does need pointing out.

How did we choose whom to interview?

Our target was a total of twenty (20) interviews. We assumed that we would need at least forty (40) invitations to achieve a 50% result. These prospects (40 of them -- Appendix C) were the product of Merith's choosing that represented NP's that fall into the following categories:

- 10 prospects: tight partnership with CCE
- 20 prospects: moderate partnership
- 10 prospects: no partnership or NP's who may desire a higher level of partnership

How were interviews conducted?

I began conducting interviews on the 10th of June 2009. I interviewed a total of twelve people who comprised a mix of NP's: some who were existing partners. This list of twelve was the product of two emails -- one from Merith and one from me -- to a list of our forty prospects.

At the outset of the call, I established a few simple ground rules. The first rule was that the information and the source would be treated with confidentiality. This ground rule is needed, in some cases, to give the interviewee a sense of safety in sharing his/her opinions and perceptions.

The second ground rule was that the identity of the speaker would be kept secret; although specific verbatim comments would be shared, the speaker's identity would be shielded. Again, the purpose was to create a greater sense of safety in responding candidly.

All interviews were conducted via telephone. After the preamble and ground rules, I would ask a simple, but loaded, question: *what's your perception of SSU's CCE?* (I didn't use acronyms at that point but would spell out all the names.)

In the for-profit world, this question only gets revised to read: *Why do you buy from ABC company?* Motivations is the crux of what we're after with these unstructured interviews. Qualitative information not statistical data; meaningful knowledge that helps us understand behaviors.

In the Consulting world, we refer to this kind of interview as an unstructured process that begins with a simple question: Why? Follow-on questions are always more important than the initial

one because they uncover the unique behaviors of the provider, in this case CCE, that are thought to be compelling or repelling.

The question “Why?” would be met with some head-scratching (I could hear it on the other end of the line) and so I quickly began offering prompts to the interviewee. I would ask about “services” from SSU or CCE that the NP may have used. The three categories of services that I created were:

- research / assistance from professors
- service learning / internships with students
- “brokerage” services through CCE, i.e. connections to other units of the University or other NP’s

The interviews required anywhere from 10 to 30 minutes each. As stated previously, in order to avoid weighting any of the information, the sources of various comments would not be revealed. In fact, in order for interviewees to feel freedom to be frank, we must assure them of the confidentiality of their statements.

1. What expectations do you have of SSU’s CCE?
2. Regarding helping your organization, what expectations do you have of SSU’s staff and faculty?
3. How have these expectations been formed?
4. How well are those expectations being met?
5. Have you attended any events sponsored by CCE? Why? Why not?

Findings

This Section is, perhaps, the most important; it should provide the facts associated with the interviews. Without bias or prejudice. “Facts are friendly” a good friend once told me.

On the other hand, these “facts” that were garnered through interviews are perceptions from humans. Just that. These perceptions, likely, will change over time *even if CCE does nothing to change its services*. So, to be clear, this is a “snapshot.”

My presentation of my Findings will be influenced by an area of Study known as Appreciative Inquiry: it seeks to look at what we’re doing well and apply leverage to those areas for increased performance. So, I’ll present the good news as well as areas of opportunity.





Findings (cont'd.)

The Big Picture

My first Finding involved an observed trend. After about three interviews, it was quite easy to see one inclination develop: the respondents really were not able to separate or identify CCE as distinct from Merith Weisman. In many cases, the respondents knew Merith but didn't know that she worked for the CCE. Nor were they aware whether there were other employees at CCE.

Many interviewees who are receiving or have received "services" don't really understand "where they come from." Are they being served by Faculty? Is Merith involved in getting Service/Learners? They don't know. Should they know? I don't think I can answer that right now.

I don't see this as positive or negative in terms of CCE's Mission and work. I don't want to do a great deal of interpretation here but...I can't help it: CCE, in Merith's hands, looks like a small business run by a solo entrepreneur: the "customer" doesn't so much identify the name of the company that s/he is buying from as distinct from the individual.

Would it be a leap to say that personal relationships seemed more important to the NP's than the name of the enterprise? I don't think so.

Since I went into this Study without much in the way of expectations about what I was going to hear, I treated this information as...interesting. Perhaps, an unknown asset.

Almost all of the respondents were interested in being "educated" more about CCE's work and what it is doing in the NP community.



The Coordinator: Merith Weisman

Several respondents spoke about Merith Weisman's involvement, helpful demeanor. All of the respondents with whom I spoke all seemed to know her, some well, some superficially. So, it would appear that she's making the rounds and getting in front of her partners through a number of venues as well as individual or personal meetings.

Merith also appears to have assisted in the "workout" of a problem created through some adverse student behavior at one of the NP's. Merith was credited with "helping to create policy to create more safety."

Merith seems to be seen as a reliable resource who can marshal the resource of the University to help NP's. Specifically, I heard from a number of interviewees that Merith was effective in helping to get faculty to:

Findings (cont'd.)

- help write grants for NP's
- partner with NP's on projects
- facilitate involvement of students in Service Learning endeavors

- act as a "conduit" or "broker" for NP's and their projects so that students can be recruited for the NP's Projects

Of the people to whom I spoke, it seems that none of them had any adverse opinions of Merith even where it was clear, to me at least, that there were misunderstandings or disconnects -- i.e. where the NP's did not listen to Merith's offers of support or accept her thoughts about possible solutions to problems.

It should be noted that we did not interviewee any Faculty or Students in this Study.



About CCE's Electronic Resources

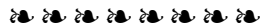
I must admit that this question -- mainly about the perceived value of CCE's website and emails -- was a bias of mine as I came into the Study. (I didn't think either of them were being leveraged very well.) I had visited CCE's website and...found it cumbersome to navigate there. Compared to the for-profit world, CCE's website, in my evaluation, did not leverage the possibilities for either information dissemination or engagement of the various NP's that contribute to SSU's mission critical work in the arenas of Service Learning and Community based research.

So, this was, specifically, a question that I asked of those interviewed: *How does CCE's website help you engage with them (CCE) or learn more about what they're doing?* For almost all respondents, they told me that the CCE website was a non-issue: none of those interviewed even knew that it existed nor had they used it.

If one takes a look at CCE's homepage (embedded herein) objectively, I think, without much critical evaluation, it would be safe to conclude that, from an NP's perspective, I don't have much of an idea of what I'd get from this organization. It speaks to CCE's mission -- in cryptic, and academic terms in some ways -- but it doesn't tell me, whether I'm a student or NP, what the CCE and its services are going to do for me.

If an NP is going to be persuaded or encouraged to partner with SSU, I don't see how a more powerful, interesting, clear website would hurt as a tool for education and stimulation.

As I might have alluded to previously, almost all respondents did not seem overwhelmed by the amount of email, updates, educations they were getting from CCE.



Findings (cont'd.)

Benefits to Non-Profit Partners

“What do you feel like you’re getting out of this arrangement. How are you faring?”

All respondents gave me the impression that this is not a “zero sum game” Non-Profits are getting something out of the work of the Students either as Service Learners or Interns. Most indicated that they thought they were splitting the benefit with the students, i.e. that the NP was getting a 50% return and the students were getting a 50% return. In their view, this was deemed a more than acceptable arrangement.

NP’s acknowledge that the Students get to learn a great deal about themselves through their work with these agencies. Those students who fare best are the ones who arrive with the keenest sense of what s/he wants to do in this opportunity.





Findings (cont'd.)

Areas of Opportunity

Account Management: Higher “Touching”

All respondents gave the impression that they would be open to the chance to receive, on an ongoing basis, more information about CCE and its activities. Few seemed to feel that they knew much about the Center, its mission, purpose or available resources.

Challenges to CCE Accounting

Although I know it's not yet being conducted, I'm guessing that, at some point, the community or the CSU system will be asking its Universities to show, in numerical terms, how much time and energy is being expended on behalf of the various community organizations.

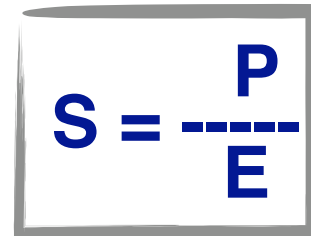
Since several of the interviewees spoke of previous experience at the University and/or relationships with faculty that allowed them to leverage relationships and obtain “back door” services, it would seem to me that accounting for these kinds of services, in the future, would prove to be difficult.





Discussion and Recommendations

As the formula to the right suggests, satisfaction is a function of performance and expectations. In my sense of the situation at this point, I am guessing -- because we have no other baseline measurements -- that expectations are relatively low.


$$S = \frac{P}{E}$$

I don't see a problem with that situation. And, we are also aware that if we raise expectations, performance will have to rise as well if the same level of satisfaction is desired: the double edged sword.

What could motivate CCE to increase both expectations and performance? A drive to focus on mission-critical work for both CCE and the NP's that SSU serves.

I am not advocating, during these difficult economic times, that any more staff be added to CCE. I believe there are opportunities for students to be engaged in the work of CCE and I believe there are activities for volunteers (outside the University system) and machines, e.g. computers, software, etc.

It would appear, ironically, that one of the things standing in the way of enhanced performance is education. Of the Partners, obviously. The only other obstacle that I can see is how CCE "takes its services to market." It is clear, given the results of the interviews, that Web-based services and other electronic possibilities provide a unique way of linking NP's to CCE and also linking NP's to each other.



Recommendation #1: Keep Doing What You're Already Doing

Satisfaction, from a qualitative perspective, is positive. Is this because expectations are low? I can't answer that. We do know that all three of these measures are fluid: they will, and do, change over time.

The reality, though, is that your NP partners are pleased, for the most part, with the services that CCE/Merith Weisman is/are already providing: keep doing those things that matter: facilitating faculty involvement with NP's; arranging for increased service learning opportunities, supporting the service/learners by helping the NP's to influence University policy.

Recommendation #2: Educate Non Profit Partners

As stated in the Findings section, the education that CCE or the University has done for the NP community has not left an indelible sense of CCE's goals, purpose, resources. From this



Discussion and Recommendations (cont'd.)

Finding, it is fairly easy to suggest that you either consider doing more of what you're already doing or educate your constituents differently.

They told us that they could handle more "touching," more contact. So, I would consider that opportunity as one that would allow CCE to more effectively partner with this community. Whether this is done through in-person conferences, email, web presence, social networking is a decision to be left to CCE management.

Consistent with this thread of exploration, I would suggest that CCE might even consider a "Contact Management Software" that would facilitate codifying the various interactions with CCE's partners. A note keeping system of discussions, action plans, etc.

Not only would such a system provide the main user with some organization and efficiency, but the added benefit of such a package would allow any new hire into the CCE organization to "see" the focus of activity with the various partners as well as get a sense of who the real allies and partners are.

Recommendation #3: Leverage CCE Website

CCE is engaged in a variety of activities. The web page lacks the ability to engage NP partners, in my view. It could, easily, speak to their needs and what they can expect from CCE. It can also tell stories, Case Studies, of successes in the community.

FOR FACULTY

The CCE works to establish and strengthen partnerships in the community and with faculty members to help them integrate learning pedagogies for the common good into their curricula. This includes service-learning, community-based participatory and action research, public service, problem-based learning for the common good, and activism. Additionally we help non-profit organizations and faculty and staff connect with leadership positions such as Boards of Directors and committees and students connect with careers for the common good.

[Service-Learning Guidelines at Sonoma State University](#)

As can be seen from the above clip, it's jargon based, directed at academicians not NP's in the community. Again, this is task which does not require more staff but leverages the technologies already in place.

Discussion and Recommendations (cont'd.)

Recommendation #4: Consider Clearinghouse / Broker Role -- Electronically

Interviewees seemed to suggest that there is a vacuum in the arena of linking NP's to each other. If you scratched your head and said: "Well, in Sonoma County, other organizations are supposed to do that linking..." you would be correct.

From the interviews that I conducted, though, it did not appear that the other organizations, tasked with that job, were successfully filling that void. I would suggest that CCE consider a more involved role for the NP's -- perhaps just at the University level (i.e. not CCE) -- as a broker to fill the appearance of a vacuum in that arena: NP's want to connect with each other but they don't seem to have the mechanisms for doing so.

Recommendation #5: Keep Merith Weisman

Merith Weisman gets high marks for her work: she's responsive; easy to approach; results oriented; innovative; closely aligned with the purpose of CCE. A major, perhaps the sole, reason for the current level of satisfaction has to do with Merith, her persistence, her outreach and dedication to serving the NP's in the community.

It is my recommendation that management should be focused on not only rewarding Merith for her dedication and competence but also allow her ample room to explore her ambitions in pursuit of higher performance for the Center.

Recommendation #6: Automate Some Activities

The economic situation we're in will challenge all institutions -- for-profit and non-profit -- for some time. We have to leverage the capacity of machines to provide connections, support, information.

Why? We have a classic situation in which we have limited amounts of human resources and potential demand for services that could outstrip those resources. Further, this situation is one in which all services don't have to be provided by humans: machines, automation, software could provide some benefits.

Where machines and automation can help to free up human resources, they can be used to allow the people to more effectively engage with NP's whose work is critical to the mission of CCE. So, don't install more or better technology just for its own sake: install it because it will allow for more mission-critical work to proceed.

Discussion and Recommendations (cont'd.)

Services such as Constant Contact can provide email list management and email support. Bing could be a social networking lever that could be wielded. Or, Facebook, LinkedIn all provide opportunities for doing more with less.

As stated previously, the “touching” can easily be done via Email. NP’s are not receiving much from you right now so any increase in frequency or depth of communication would be considered an enhancement: an increase in performance.

Recommendation #7: Consider Some Fee Arrangements

This is, in my mind, probably the most controversial suggestion to consider. It relates to the formula at the beginning of this section because, it is my belief that, NP’s expectations of CCE are relatively low. One way to increase expectations is to impose some fee arrangement: if they pay even a token amount, they’re more likely to be more demanding, i.e. raise expectations.



Conclusion

On June 10, 2009, George Moskoff, CMC of APG Consulting undertook a qualitative study of CCE's market perception. This was a courageous project for Merith Weisman to initiate since the results could have been less than stellar. The results, actually, demonstrate that she and her Center for Community Engagement are serving the needs of Non-Profit partners quite well.

Our conclusions, in a nutshell;

- Merith Weisman, the Coordinator, is performing a stellar job in serving the NP's and representing the CCE as a professional who can marshal resources for the NP's
- NP's perceive that they're benefiting from their various arrangements with SSU and the CCE
- CCE is performing well with several NP's in terms of coordinating services from the University
- Expectations are relatively low; there are opportunities for raising those expectations
- Technologies that could be leveraged and implemented: computers, software, social networking
- CCE's Website is a non-issue for NP's and could be improved to provide some leverage
- NP's are open to being "touched" and educated more frequently by CCE via Email
- Opportunities for CCE to fill a vacuum as a clearinghouse for NP's

CCE, through its representation by Merith Weisman, has significant capital from which it can credibly launch new or enhanced services for the benefit of the University and the Community in which it operates.

There are significant opportunities to enhance the services obtained by the University; perceptions of NP's and the community could be improved and provide a uniquely valuable service: SSU and the CCE have something quite unique.

Appendix A -- Comments from Interviewees

Interviewee	Distinct Comments
Interviewee #11	<ul style="list-style-type: none"> • “Not clear that CCE has done anything for us” • “Good results at speaking at classes: recruited four service/learning volunteers for one program...that was quite good” • “not a lot of interaction with SSU; our location makes it difficult...if students don’t have cars...” • “Expectations of CCE: quarterly update/newsletter on what they’re doing...Email reminders”
Interviewee #1:	<ul style="list-style-type: none"> • “...organization” feels like it could be helpful to SSU: “an email to our network could create many more volunteers for SSU” • “...young, supple minds” provide some benefits to us; • “some students are a lot of work and others come really knowing what they want” • “Merith is fantastic.” • “...appreciate the work that CCE does” • “...anything that [org} can do for CCE would be helpful
Interviewee #4:	<ul style="list-style-type: none"> • “Merith never presented what CCE could have done for [event]” • “No obvious efforts by CCE to help” • No promotion of [event] through CCE • “Probably didn’t listen if Merith offered up ideas” • “Don’t know if student volunteers came through Merith’s efforts” • Recommend: “Dumbed-down version of what’s available from CCE”
Interviewee #12	<ul style="list-style-type: none"> • “Consume zero services from SSU” • “Volunteers need to be over 21 and commit for 2 years” • Expectations of CCE: “none” • “Spoken a couple of times with Merith”
Interviewee #5	<ul style="list-style-type: none"> • “Expectations have increased since Merith’s arrival” • “Volunteer office was ineffective” • “JUMP program was not that effective” • “appreciate Merith’s proactive stance” • “Merith and her office are filling a gap” • “Until Merith...I approached individual professors to get students” • “I think I could accomplish more with Merith’s assistance...we have Studies that SSU cold assist with”



Appendix B -- List of Interviewees

Organization	Contact	Date(s) of Contact
St. Joseph Health System	Zulema Baron	Tue, Jun 9, 2009
Sonoma Ecology Center	Rebecca Lawton	Mon, Jun 8, 2009
COTS	Sara Jones	Mon, Jun 8, 2009
Sustainable Enterprise Conference	Oren Wool	Wed, Jun 17, 2009
SC Taskforce on the Homeless	Georgia Berland	Wed, Jun 17, 2009
CAP Sonoma	Hazel Whiteoak	Thu, Jun 18, 2009
First Five Sonoma County	Edwin Ferran	Fri, Jun 19, 2009
J Bass & Associates	Anne Pierce	Mon, Jun 22, 2009
Landpaths	Magdalena Ridley	Mon, Jun 22, 2009
County of Sonoma	Devon Roupe	Tue, Jun 23, 2009
Stewards of the Coast	Ruby Herrick	Tue, Jun 23, 2009
Mentor Me Petaluma	Val Richman	Wed, Jun 24, 2009



Appendix C -- Spreadsheet of Invited Parties

Name	Agency
Kent Corley	Blood Bank of the Redwoods
Elisa Baker	Canine Companions for Independence
Kristi Lucas-Hayden	Charles M. Schulz Museum and Research Center
Christina Biondini	CHOPS
Amy Chevrolet	Circle of Sisters
Steven Wyatt	Computer Recycling Center
Jenny Blaker	Cotati Creek Critters
Sara Jones	COTS
Devon Roupe	County of Sonoma Human Resources Department
Laura Briggin	Cypress School
Edwin Ferran	First Five Sonoma County
Isabelle Millot	Habitat for Humanity
Anne Pierce	J Bass
Sylvia Frain	Jewish Community Free Clinic
Nancy Dobbs	KRCB
Magdalena Ridley	Landpaths
Suzi O'Rear	Leadership Institute for Ecology and the Economy
Phyllis Rosenfield	Listening for a Change
Val Richman	Mentor Me Petaluma
Lindsay Doyle	Pediatric Dental Initiative
Elaina Boyce	River to Coast Children's Services

Name	Agency
Sue Reese	Roseland University Prep
DJ Suico	Salvation Army
Alistair Bleifuss	Santa Rosa Creek Stewardship Program
Dell Jacoby	Sonoma County Commissions for Human Rights & Status of Women
Shaydra Pflaum-Scott	Sonoma County Adult & Youth Development
Hazel Whiteoak	Sonoma County Community Action Partnership
Dennis Rosatti	Sonoma County Conservation Action
Jenny Abramson	Sonoma County Continuum of Care Planning Group
Susan Eschler	Sonoma County Museum
Laurie Cox	Sonoma County Museum
Georgia Berland	Sonoma County Taskforce on the Homeless
Becca Lawton	Sonoma Ecology Center
Frederique Lavoipie	SSU Community Garden
Zuli Baron	St. Joseph Health System of Sonoma County
Ruby Herrick	Stewards of the Coast & Redwoods
Oren Wool	Sustainable Enterprise Coalition
Sara Lang	United Against Sexual Assault
Laurie Parish	Volunteer Center of Sonoma County
Donata Bohanec	YWCA

Appendix D: Email Sent to Invitees

Sample Email or Letter to Potential Participants (Sent by CCE)

Dear Non-Profit Partner,

As Coordinator of the Center for Community Engagement (CCE) at Sonoma State University (SSU), I am always interested in improving the way we serve our Non-Profit (NP) partners out in the community.

We have little information --- qualitative or quantitative metrics -- on how we're perceived by our community of non-profits. That's why I'm writing you: we want to change that. Our aim is to create a progressively more challenging set of targets for us to meet and, in the process, be of more value to you.

We will be conducting some research that will require about ten (10) to thirty (30) minutes of your time. A simple telephone call is all that we're asking for. A chance for you to give us your impressions with an accomplished consultant.

This work is being conducted through the generous donation of time and expertise by George R. Moskoff, CMC of APG Consulting. He will be calling/contacting you soon to set up a convenient time for the interview. If you'd like to be proactive, please email him directly at george@theapgconsulting.com to let him know of your interest and phone number and he'll take care of scheduling the call with you. George is quite interested in our mission and the well-being of non-profits in general.

We will, of course, share the information we've uncovered after the research is complete.

Thank you again for your attention to this request and we look forward to seeing you again soon.