



THE PENNINGTON SCHOOL

Charles D. Brown

*Assistant Headmaster for
Advancement and Strategic Initiatives*

September 10, 2018

To Whom It May Concern:

I'm writing to provide a reference for the exceptional work conducted by Kevin Graham of Lookout Management, Inc. in completing four constituent surveys for the Pennington School during the academic years 2017-18 and 2018-19.

Kevin's cool competence and professional expertise served us extremely well in the four constituent surveys we completed. His survey designs were based on getting the information most important to us; he coached us through the process of distributing questionnaires and securing feedback; he provided an immense amount of cross-tabulated data; and he presented the results of each survey in a way that our entire community could understand and appreciate. In addition, he earned high praise from teachers in the math department for his statistical analysis and accessible explanations.

Thanks to Kevin, we have information across four constituent groups that is helping to shape our strategic planning process. We simply could not have acquired so much useful information without Kevin Graham, and we definitely plan to work with him on additional surveys in the coming years.

Sincerely,

Charles D. Brown