



UPPER CANADA COLLEGE
200 LONSDALE ROAD
TORONTO, ONTARIO CANADA M4V 1W6

March 31, 2000

Re: Kevin Graham and Lookout Management Inc.

I am pleased to write this letter as a reference for Kevin Graham and his firm, Lookout Management Inc. (LMI). I have known Kevin for approximately one year, over which time he served as the project manager for Upper Canada College's (UCC) Old Boys Census, undertaken in the fall and early winter of this past year. I was responsible for the project from the UCC end, and have been thrilled to work with Kevin on such an important initiative.

The UCC Old Boys Census has been a joint undertaking of the UCC Association and our Old Boys Annual Giving Steering Committee (OBAG). We sought to put together the most comprehensive and effective alumni market research project of any educational institution in Canada, and among the very best in the world. Because of his experience with surveying for independent schools and his very competitive pricing, UCC selected Kevin as the consultant on the project. Kevin was a central player in all aspects of this project, from beginning to end. We have been in close contact over the last six months as the project rolled out.

In the end, we achieved our objective of obtaining a world-class study. We were able to probe the entire relationship between UCC and its Old Boys community. The survey was relatively long, not anonymous, and asked a number of personal and sensitive questions. Despite these hurdles, and the fact that it was administered by mail, approximately 2100 Old Boys (more than 1/3rd) returned their completed questionnaires. Kevin conducted exhaustive, detailed analysis on the results, providing the College, its management and the volunteer leadership with powerful information on mission, strategic and tactical levels. The output from this work will serve as a guidepost for planning and program delivery for many years to come.

On a personal level, it has been a pleasure to work with Kevin. He has been entirely professional and thorough in his dealings with us, his clients. Kevin is an honorable person, who has been diligent and receptive to our needs. I have no hesitation recommending him for similar projects.

I would be pleased to speak to you further about our experience with Kevin and LMI.

Sincerely,

Innes van Nostrand
Director of Advancement &
Executive Director of the UCC Association