



October 20, 2003

To Whom It May Concern,

During the past year, we have worked with Kevin and Olga Graham in the development, distribution and analysis of a survey of our young alumni (Classes of 1988-2002). During my first year at Westtown, I thought that we could benefit from the Grahams' experience and expertise at working with independent schools.

The survey has proven an invaluable source of information about the effectiveness of our academic, co-curricular, and residential programs based on the perspectives of our graduates. It has powerfully confirmed qualities of our school that we previously knew only anecdotally, and had identified areas for improvement. The survey will inform our curriculum study, as well as strategic planning initiatives.

Kevin and Olga are highly efficient, professional, and personable. They worked collaboratively with us throughout the project and their thorough analysis of the data has provided much detailed information for us to learn from. The survey has been a very valuable experience, and it has been a pleasure to work with Lookout Management and the Grahams.

Sincerely,

A handwritten signature in black ink that reads "John W. Baird". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

John W. Baird
Head of School