

**School of Computer Science
Course 15-391**

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Final Consulting Report

Creative Nonfiction Foundation

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Creative Nonfiction Foundation

Executive Summary

Student Consultant, Orhan Ayasli
Community Partner, Hattie Fletcher

I. Background Information

Creative Nonfiction Foundation (CNF) pursues educational and publishing initiatives in the genre of literary nonfiction. Its mission statement is:

To provide a venue, the journal Creative Nonfiction, for high quality nonfiction prose (memoir, literary journalism, personal essay); to serve as the singular strongest voice of the genre, defining the ethics and parameters of the field; and to broaden the genre's impact in the literary arena by providing an array of educational services and publishing activities, such as conferences, workshops, and the development of promising new writers..

Located in Shadyside, Creative Nonfiction has many programs, but their primary program is the journal, which is published about three times per year, and has about 2,000–2,500 subscribers, and a total circulation of 4,000.

II. Consulting Tasks

There were three major consulting tasks:

1. Change web hosting providers.

This task was necessary because the old web host used Windows-based servers, which limited functionality.

2. Create central database.

The task was necessary because previously there was no easy way to analyze constituent information in order to identify trends that might help CNF attract more subscribers. Files were scattered around CNF's computers without solid organization.

3. Revamp e-commerce system.

This task was attempted because previously, CNF staff spent too much time dealing with the shortcomings of the e-commerce system, which had an unfriendly interface both to the user and to the administrator.

III. Outcomes Analysis and Recommendations

1. Change web hosting providers.

a. Outcomes

- Staff has access to 24/7 phone, live chat, and e-mail support.

- Costs are down.
- The new host provides much more functionality.
- Better data management possible in the future because of open-source integration.
- Friendly interface to website administrator.

2. Create central database.

a. Outcomes

- All constituent information will eventually be in one place.
- CNF will be able to track casual customers once the e-commerce system is functional.
- Easy to switch to other alternatives if they unsatisfied with this CRM.
- Maintainable.
- Potentially sustainable.

b. Recommendations

- Develop guidelines for entering information in the database in order to ensure consistency.
- Bring subscription fulfillment in-house in order to be able to periodically synchronize CiviCRM with fulfillment database.

3. Revamp e-commerce system.

a. Outcomes

- The store is currently not functioning.
- Less processing fees.
- Easy to switch to other alternatives if they are unsatisfied with this e-commerce solution.
- Automatic integration with CRM database.
- Potentially sustainable.
- Friendly interface to the user and the administrator.

4. Additional Recommendations.

- Implement regular backups.
- Bring entire website under the umbrella of the Content Management System.

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Orhan is a senior in Computer Science.
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I. About the Organization

Organization

Creative Nonfiction Foundation (CNF) pursues educational and publishing initiatives in the genre of literary nonfiction. It was established in 1994. Its mission statement is:

To provide a venue, the journal Creative Nonfiction, for high quality nonfiction prose (memoir, literary journalism, personal essay); to serve as the singular strongest voice of the genre, defining the ethics and parameters of the field; and to broaden the genre's impact in the literary arena by providing an array of educational services and publishing activities, such as conferences, workshops, and the development of promising new writers.

Facilities

The CNF headquarters is located at 5501 Walnut St., in the Shadyside district of Pittsburgh, PA.

Programs

Creative Nonfiction has many programs, including:

- The journal, which is the first and the largest literary magazine to publish on a regular basis, high quality nonfiction prose exclusively. The journal is published about three times per year. The journal has approximately 2,200–2,500 subscribers, and an even larger amount of people who submit writing. Library Journal says that Creative Nonfiction publishes "simply great essays by talented writers." Recently, CNF has also re-published issues of the journal as books. CNF has published 31 journals since its inception, about 16 of which have gone on to be published as books. The journals are purchased primarily from the website, CreativeNonfiction.org.
- Mentoring workshops, where writers have the chance to work one-on-one with a professional mentor.
- Conferences, which are held about twice per year. Some of the conferences are designed for small groups, while some, such as the "412" festival, are designed for larger groups.
- A Podcast, which Creative Nonfiction calls "PodLits", feature interviews and readings that are available for download on the website <http://creativenonfiction.libsyn.com> at no charge. CNF currently has 10 PodLit episodes.

Staff

There are 3 people who work in the office: Hattie Fletcher, Managing Editor, 2.5 years, Julia Ressler, Office Manager, 0.5 years, and Larkin Page-Jacobs, who just started. Founder and editor

Lee Gutkind primarily works from outside of the office. There are a few other staff members who do not work in the office, such as a business manager who handles accounting. CNF occasionally has interns. The tasks are not strictly delegated, but most of the technology is managed by Julia. All staff members have an e-mail address @creativenonfiction.org, and most of them use it.

Technical Environment

CNF has 5 Macintosh computers of varying age and ability, all running Mac OS X 10.4 “Tiger”. The computers are connected by a wireless network. Some computers are designated for specific tasks such as website design, database use, etc. There is no central location for all of their files. There is a website, creativenonfiction.org, and an e-commerce application that allows them to sell subscriptions and merchandise online. There are 3 printers, a fax machine, but no copier. Much of the equipment frequently malfunctions.

The CNF website, creativenonfiction.org, was hosted on SecureWebs. This web hosting provider uses the Windows server platform, which prevents CNF from installing open source software on their website.

Technical Management

The equipment is brought in to the office on an as-needed basis (primarily by Lee), and the equipment is repaired likewise. Most of the equipment is old and has been used extensively. There is no documentation for the equipment, which leads to wasted time and frustration, especially with one of the printers in the office.

Technology Planning

CNF currently has no technology plan. Most technology decisions are made ad hoc, and must be approved by Lee Gutkind.

Internal and External Communication

The office space is small, quiet, and cozy, so employees have no trouble talking to each other in person, on a first name basis. They also communicate via e-mail.

Within the office, staff members share files over the local network.

CNF can be contacted by phone, fax, mail, or e-mail. They communicate with subscribers and submitters using paper mailing lists and electronic mailing lists. People sign up to the mailing lists by sending an e-mail request.

Information Management

Information about subscribers is stored at Fulco, which is a fulfillment company (a company that handles credit card processing, billing, renewals, etc.). It is difficult to access this information, however, because it involves contacting Fulco customer service and manually sending the data. Information about submitters is stored in a FileMaker Pro database on one of the computers in the office, which everyone has access to. Writing is submitted using paper mail; rejects are thrown away, others are binned for discussion and editing. Other files, such as different versions of writing that pass between the editor and the author, are scattered among various computers.

Business Systems

Many of the business systems are handled by the fulfillment company, Fulco, which handles the payment processing, renewal transactions, and other interactions with subscribers. Other business systems are managed by the business manager, who stops by the office once in a while. Most of their sales take place on their website store, which is very outdated, and provides a poor interface to both the user and the administrator.

II. Scope of Work

Task 1. Change Web Hosting Provider

The purpose of this task was to switch to a new web hosting provider that would allow for further development of CNF's website at a lower cost. The old web hosting provider (SecureWebs) used Windows-based servers, which limited the amount of software that could be used, such as e-commerce solutions, Constituent Relationship Management (CRM) solutions, newsletter solutions, and more.

The consultant and community partners established exactly what they needed from their web hosting provider, and many different hosts were compared to find the one that would best fit CNF's needs.

Task 2. Create Central Database

CNF's current subscription fulfillment company, Fulco, handles the payment processing, renewal transactions, and other interactions with subscribers. CNF did not have full access to the database of subscribers stored at Fulco. There was no easy way to analyze the constituent information in order to identify trends that might help CNF attract more subscribers. In general, CNF was not close with their constituents because the constituent information was not organized, and this means that CNF was unable to reach their full potential size and fulfill their mission.

Many open-source database solutions were compared in order to find one that would best fit CNF's needs.

Task 3. Revamp E-commerce System

The old e-commerce system used to handle online transactions had an unfriendly interface both to the user and to the administrator. There was no communication between the e-commerce system and the fulfillment company, so individual orders had to be printed out by CNF staff and mailed to the fulfillment company. Gift orders had to be completed over e-mail because the old system did not allow separate shipping and billing addresses. CNF staff spent too much time dealing with the shortcomings of the e-commerce system. With a more efficient e-commerce system, they will be able to get more subscribers, and give better service to their subscribers, which will help them achieve their mission of having a large, happy reader base.

A few open-source e-commerce systems were looked at. In the end, the most important factor in choosing an e-commerce system was the compatibility of the e-commerce software with the rest of the website system being implemented.

III. Outcomes and Recommendations

Task 1. Switch to a web host with more functionality.

CNF was paying too much for unsatisfactory web hosting services that limited the capabilities of CNF's website and failed to provide a friendly experience to CNF's constituents as well as the website administrator. The inefficient work processes faced by the CNF staff detracted from their ability to help meet CNF's mission, and the poor user experience discouraged users from subscribing and increasing the size of CNF's reader base.

The consultant and community partners established exactly what they needed from their web hosting provider, and many different hosts were compared to find the one that would best fit CNF's needs. The decision was made to use BlueHost.com as the new web hosting provider.

a. Outcomes

- Staff has access to 24/7 phone, live chat, and e-mail support.
 - This outcome is important because no one in the CNF office has considerable experience with maintaining complex websites. The previous web hosting provider had an understaffed support department, which was difficult to reach and slow to respond. Now that CNF has many different methods of accessing a live support team at no additional cost, they will have the resources to sustain a functional website.
- Costs are down.
 - The cost of the previous web host provider was \$75/mo. The new cost is \$7/mo. This saves CNF \$816/year.
- The new host provides much more functionality.
 - The old host used Windows-based servers, which limited the amount of software that could be used. The new host uses Linux-based servers, which allow for many open source solutions to be used.
 - This change opens the door to a whole world of open source solutions, such as e-commerce solutions, Content Management Systems (CMS), Constituent Relationship Management (CRM) solutions, newsletter solutions, and more, which CNF plans to use extensively. Drupal (CMS), CiviCRM/CiviMail, Drupal E-Commerce, and PHPList (newsletter) are already installed and running. The outcomes of some of these installations are outlined later in this document.
 - Some of these applications are used to communicate with CNF's constituent base, so the functionality gained from these applications (such as E-Commerce and PHPList) helps attract new subscribers and keep current subscribers happy, and thus brings CNF closer to its mission of becoming the strongest voice in its field.

- Better data management in the future.
 - Now that the e-commerce system, constituent database, and newsletter systems are all hosted and linked together, the constituent information will be more organized and up-to-date. For instance, now when someone makes a purchase on the store, their information will automatically be entered in the central database, and they will be presented with the option of automatically subscribing to CNF's newsletter.
 - This improvement allows frees up human resources that can be spent on meeting the foundation's mission rather than dealing with information mismanagement.
 - This website integration would not have been possible without upgrading to Linux-based servers that can support open-source software solutions.

- Easier newsletter software.
 - Before, if CNF wanted to send an email newsletter, they would have to deal with an out-dated list of emails that was difficult to maintain. Using Fantastico (the auto-install software provided by BlueHost.com at no extra charge), the staff was able to install PHPList with a single click of the mouse. Although the newsletter software, PHPList, had a two-week learning curve, CNF staff was eventually able to send out a newsletter with ease using PHPList. *Once the CNF staff makes the switch from PHPList to CiviMail (which is already installed and functional, and has the added benefit of being integrated with CiviCRM), CNF will be able to send out targeted newsletters by simply logging into their newsletter account and clicking on a button that automatically imports constituent data.*

- Friendly interface to website administrator.
 - The new host provides a friendlier interface for website administration. For instance, the new host provides an auto-install application called Fantastico, which can automatically install a variety of applications on the web site. This feature saves CNF human resources. Already, CNF staff has been able to install multiple applications relatively painlessly on the new web host's server, such as the CMS, the CRM, E-commerce, and PHPList.

Task 2. Install Constituent Relationship Management (CRM) software, CiviCRM, to serve as a central database.

CNF was not close with their constituents because the constituent information was not accessible and organized, and this meant that CNF was unable to reach their full potential size and fulfill their mission.

Many open-source database solutions were compared in order to find one that would best fit CNF's needs. Once the decision was made to use CiviCRM, the consultant installed the software and later recreated the installation with the community partner. The installation documentation clearly outlined the installation process, which was nothing more than a download and configuration.

a. Outcomes

- When the constituent information is entered in the database, all constituent information will be in one place.
 - *Most constituents have not yet been added to the database.*
 - Before, CNF had an incomplete constituent database in their office (that stored information festival-goers, donors, and other non-subscribers), as well as a database of their current subscribers stored at the subscription fulfillment company. Since all new subscribers would have to be entered into the in-house database manually, the human resources required to maintain an up-to-date in-house database were prohibitively high. Now, when a user makes a purchase through the online store, his or her information is automatically entered into the database.
 - The subscribers' credit card information must be stored in a separate fulfillment-only database that has very limited access (see Recommendations for this task). However, the subscribers' non-sensitive contact information will be concurrently stored in a database that is accessible from the office at all times.
 - This unification allows for CNF to make informative marketing reports, and they can analyze trends involving different constituent types easily. For instance, they can compare people who submit writing to people who subscribe to the journal, in order to see if there is any way for them to make submitters become subscribers. *Although this capacity now exists, no marketing reports have yet been generated.*
 - This increased capacity to understand constituents should lead to more subscribers and help CNF achieve its mission. Before, if they wanted data about their subscribers, they would have to call the fulfillment company.
- Casual customers can now be tracked.
 - Before, customers who only purchased single journals (without a subscription) were not being kept track of, since their information was not being added to the fulfillment company's up-to-date database (since they had no subscription to fulfill). Now, customers who purchase single copies without purchasing a subscription are added to the CiviCRM database just like subscribers.
 - Now CNF can include these customers in newsletters and marketing reports, thus allowing them to provide better customer service and supporting their mission.
- Easy to switch to other alternatives if they unsatisfied with this CRM.
 - Since this is open-source software, and since there are many other open-source solutions available, CNF has no attachment to this CRM solution. Since CiviCRM can easily export data, CNF will have the capacity to make the switch further down the road, if necessary.
- Maintainable.
 - Because the CRM database is hosted on a remote server, CNF has the option of using

the web host's back-up functionality, which is offered at no extra cost. CNF will still probably want to maintain their own back-ups, since BlueHost.com does not guarantee back-ups (see Additional Recommendations). These back-ups will help address a major issue, which is that CNF has no system of documenting, maintaining, and backing up hardware in the office.

- CNF still has 24/7 access to the database.
- Potentially sustainable.
 - CiviCRM and Drupal have large online communities that update and support the software on a regular basis. The combined power of the vast online open-source communities will give CNF the capacity to sustain close relationships with its constituents. CNF has not used CiviCRM extensively, however, and if it turns out that this software simply is not for them, these communities will not be of much value.

b. Recommendations

- Develop guidelines for entering information in the database in order to ensure consistency.
 - Problem: Currently, there is no system for ensuring that data is entered in the database in a consistent manner.
 - Argument: People can enter the same name in many different ways. "J. Smith" may look the same as "J Smith", but these can be completely different entities to the database. If someone is looking for "J Smith", they might never find it if it was entered in the database using a different format. If staff members are spending their time chasing down poorly organized data, they have a decreased capacity for supporting CNF's mission. A database guidelines document should be created and used for all future CNF databases.
 - Steps:
 1. Outline all data requirements.
 2. Determine which formats will be used for each data field.
 3. Make sure everyone is aware of the guidelines. Post the guidelines near any computer that might be used to read or write data to/from the database.
 4. If any new formatting decisions are made, immediately append them to the guidelines document and re-circulate the guidelines throughout the office.
 - Resources:
 - The CiviCRM documentation describes how to effectively organize data: <http://wiki.civicrm.org/confluence/display/CRM/Organizing+Your+Data>.
 - Use TechSoup.org's database learning center for nonprofits as a general resource: <http://www.techsoup.org/learningcenter/databases/index.cfm>.
- Bring the task subscription fulfillment (which is the task of handling the payment processing, renewal transactions, and other interactions with subscribers) in-house in order to be able to periodically synchronize CiviCRM with fulfillment database.

- Problem: Currently, CNF pays Fulco about \$1100/month for subscription fulfillment services. These services include: credit card processing, renewal processing, and subscriber support. Because getting subscriber data involves going through Fulco, the subscriber data in the office is not updated regularly.
- Argument: Bringing fulfillment in-house would certainly generate new costs, such as postal costs, paper costs, and potentially personnel costs, however the total cost of bring fulfillment in-house would be well below the current cost of using Fulco. The money saved would increase CNF's capacity to support its mission. By keeping an up-to-date database in the office, CNF would be able to target their newsletters to the right people, and they would be able to provide better service to current subscribers, thus helping CNF achieve its mission of becoming the strongest voice in the genre of literary nonfiction.
- Steps:
 1. Ask Fulco for the complete database of CNF subscribers in one of the various file formats described in the FileMaker Pro documentation (<http://www.filemaker.com/help/12-Import%20export20.html>).
 2. Purchase and install fulfillment software such as CLMP on top of the pre-existing FileMaker Pro database (see resources below).
 3. Import subscriber database into CLMP. This step might require a rearrangement of the data fields, as described in the FileMaker Pro documentation (<http://www.filemaker.com/help/12-Import%20export8.html>).
 4. Learn how Fulco does fulfillment as well as possible, and implement a plan for doing it in-house. Figure out how CNF will handle generating renewal letters, sending them out on an effective schedule, billing people, verifying the validity of addresses, etc.
 5. Cancel Fulco service. Ask for CNF's records and set a timetable for migration to an in-house fulfillment system. Work out details such as when Fulco's last mailing would go out, how Fulco would forward new information to CNF if it comes to Fulco in the mail (since CNF's old subscription cards go to Fulco), etc.
- Resources:
 - There already exists software for fulfillment services. Although it is not free, it involves a one-time fee that is much less than \$1100. Consider, the Council of Literary Magazines and Presses' (CLMP) circulation database template for magazines (http://www.clmp.org/about/lji_circ_database_form.html). At only about \$100, this database template can be installed on top of Filemaker Pro (which CNF already owns), and it should take care of most of CNF's fulfillment needs.

Task 3. Install Drupal E-commerce software.

CNF subscribers faced an unfriendly shopping experience if they wanted to make a purchase on CNF's e-commerce system.

After comparing a few open-source e-commerce solutions, CNF eventually chose Drupal E-commerce because it provided all of the functionality that they were looking for (such as PayPal

integration, the ability to have different shipping and billing addresses, etc.), and would integrate seamlessly with the CMS of their choice, Drupal.

a. Outcomes

- *The store is currently not functioning. Most of the store is ready to launch ((including pictures, descriptions, and the shopping cart), but payment processing (PayPal) is currently being set-up.*
- Less processing fees.
 - Before, CNF had to pay two credit card processing fees. One was the credit card processing fee that is charged by the credit cards and the banks. Another was the fee charged by the fulfillment company, since the burden of handling the credit card processing was placed on them. Now, since CNF will use the open-source e-commerce software to process credit card payments rather than fulfillment companies, they will only have to pay the minimum credit card processing fees.
- Easy to switch to other alternatives if they are unsatisfied with this e-commerce solution.
 - Since this is open-source software, and since there are many other open-source solutions available, CNF has no attachment to this e-commerce solution. There are three other open-source e-commerce solutions offered by Fantastico (the auto-installer that comes with BlueHost.com), which means that if CNF stays with BlueHost.com, they could try three other e-commerce solutions at the click of their mouse.
 - This ease of installation means high sustainability.
- Automatic integration with CRM database.
 - The e-commerce system and the CRM are hosted on the same server and the same CMS, and there is a module that integrates these two applications. Now subscriber information will be automatically entered into the constituent database whenever a subscriber registers on the storefront. Although they will have subscribers' non-sensitive information stored in CiviCRM, sensitive information such as credit card numbers must be stored in a secure fulfillment-only database. *CNF will still have to figure out a way to integrate CLMP with Drupal E-commerce in the future.*
 - Such ease of use means that the CNF staff will have more time to work on achieving their mission, rather than moving data.
- Friendly interface to the user and the administrator.
 - The web store on the old website used e-commerce software provided by the web hosting provider. This e-commerce software had many deficiencies, such as preventing users from returning back to the website from the shopping cart, and also not allowing a user to enter different shipping and billing addresses.

- On the e-commerce back-end, the interface was very confusing and poorly designed. CNF had to use a fixed shipping cost because they were unable to change the shipping costs based on the location of the subscriber, and sometimes the shipping cost that they ended up charging was far less than the actual cost of shipping, especially for foreign subscribers.
- With the new e-commerce system, users are presented a welcoming storefront, where they are more likely to make purchases and return in the future. By making the e-commerce back-end more accessible to the administrator, the new e-commerce software will allow the CNF more control over their storefront, and will prevent them from losing money due to shipping costs.
- The attractive storefront should lead to more subscribers, thus furthering CNF in its mission to be the strongest voice of the genre.

Additional Recommendations

- Implement regular backups.
 - Problem: Currently, CNF has no system of backing up its data.
 - Argument: If there was ever a fire, natural disaster, or break-in, CNF would be very vulnerable to major data losses. Such data losses can bring an organization to its knees. CNF should implement a plan for regularly backing up its data, both the data in the office as well as the data on the web hosting server.
 - Steps (some steps taken from <http://www.techsoup.org/learningcenter/software/page6089.cfm?cg=searchterms&sg=backup-up>):
 1. Develop a written backup plan that tells you:
 - What's being backed-up.
 - Where it's being backed up to.
 - How often backups are occurring.
 - Who's in charge of performing back-ups.
 - Who's in charge of monitoring whether backups are being performed successfully.
 2. Determine how much data you need to back up. Take a look at each machine on your network -- or at least a representative sample. How big is the each user's documents folder? How big is the email file? How much data do you in your organization's primary shared folder? Add up the totals for all your machines, or multiply the average by the number of machines in your organization. Be sure to leave room to add a few new staffers, and to plan for growth -- it's not impossible to add 100 MB of email per person per year.
 3. Determine how frequently the in-house data and hosted data needs to be backed up in order to feel comfortable that CNF could resume business if it was forced to rely on the back-up data.
 4. Invest in at least one (preferably two) external hard drive(s), such as the Fantom Titanium-II TFD500U16 500GB 7200 RPM 16MB Cache USB 2.0 External Hard Drive (\$140 from NewEgg.com). This drive can connect to the Mac computers via the USB 2.0 port, which is standard on all of the Mac computers in CNF's office.
 5. Use software (a list of Mac software can be found here:

<http://www.pure-mac.com/backup.html>) to set-up automatic data back-ups to the external hard drive on the computer that has the most critical information. Other computers should be backed-up manually, or separate hard drives should be purchased for other computers. Backing-up over the network can be prohibitively slow.

6. Store a copy of your backups off-site to insure against a site-specific disaster such as a fire, break-in, or flood. Ideally, you should store your backups in a safety-deposit box. We recommend rotating a set of backups off-site once a week. Another rule to follow is the 2x2x2 rule: two sets of backups held by two people at two different locations. Although it may sound overly cautious, you will be glad to have a system like this in place should disaster strike.
 7. Back-up the data periodically on the web host by logging into the administrator's cPanel account on BlueHost.com, clicking on "Backup" under "System Tools", and clicking on "Generate/Download a Full Backup."
 8. Test your backups before you need them. You need confidence in your backups. Make sure your backup software has full read-back verification. Try restoring a few files.
- Resources:
 - BlueHost.com Help Desk: <http://helpdesk.bluehost.com/help>
 - AppleCare (that CNF already has). <http://www.apple.com/support/>
 - Bring entire website under the umbrella of the Content Management System.
 - Problem: Currently, CNF has two websites:
 - <http://www.creativenonfiction.org>. This website is the live version that is currently being used. Although the website is very usable, it could use a renovation, and such a renovation might help attract more people to Creative Nonfiction. Currently, if a user clicks on a product, he or she is taken to the store that is still being hosted on securewebs.com, which has an unfriendly e-commerce system.
 - <http://www.creativenonfiction.org/drupal>. This site has the Drupal installation, which is where CiviCRM, E-Commerce, and PHPList can be found. This site is live, but there are no links to it, so no one accesses it except CNF administrators.
 - Argument: When E-Commerce is ready, /drupal will service as just the storefront. Thus, when a user indicates that he or she would like to make a purchase, he or she will be directed to the Drupal site, in order to have access to E-Commerce. However, if the entire site was hosted on the Drupal site, then the site would have a more consistent, professional feel. The fluidity of the user experience would encourage more users to be a part of this organization by purchasing a single issue or possibly an entire subscription. This upgrade is feasible since the CNF staff has demonstrated that they are comfortable working with a command-line interface.
 - Steps:
 1. Complete [creativenonfiction.org/drupal](http://www.creativenonfiction.org/drupal) so that it has all of the information that CNF desires to be on its main website.
 2. Move files from `~/public_html/drupal/` to `~/public_html`.
 - Open Terminal and type "`ssh creatji@creativenonfiction.org`" then press Enter to access the BlueHost.com account shell.

- Enter the BlueHost.com account password when prompted.
 - Type “cd public_html/drupal” in order to change directories into the Drupal directory.
 - Type “cp -r * ..” to recursively copy all of the Drupal files and folders into the public_html directory.
 - Type “cd ..” to move into the public_html directory.
 - Type “rm index.html” to remove the old main home page, so that users will be directed to index.php (the home page of CNF’s Drupal installation) by default.
3. Change the path of the base URL to www.creativenonfiction.org rather than www.creativenonfiction.org/drupal.
- Type “emacs sites/default/settings.php” in order to open the settings file.
 - Find the line that begins with “\$base_url =” and update this line so that \$base_url equals that path to the Drupal installation, which is now just <http://www.creativenonfiction.org/>
4. Update Cron on BlueHost.com.
- Log in to the BlueHost.com cPanel.
 - Click on “Cron jobs” under “System Tools.”
 - Select “standard” level of experience.
 - Where it says “Command to run”, change the address from <http://www.creativenonfiction.org/drupal/cron.php> to <http://www.creativenonfiction.org/cron.php>.
5. Test the new website by visiting creativenonfiction.org. If all is well, delete the old Drupal directory by typing “rm -r ~/public_html/drupal” in the shell.
- Resources:
 - Drupal online documentation and support: <http://drupal.org/support>.
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About the Consultant

Orhan Ayasli is a senior in Computer Science with a minor in Film and Photography. He will be pursuing a Master of Fine Arts in Cinema-Television at the University of Southern California in the Fall.

Past Community Partners

4 Kids Early Learning Centers
Addison Behavioral Care, Inc.
Alafia Cultural Services
Alcoa Collaborative
Allegheny County Housing Authority
Allegheny General Hospital Pastoral Staff
American Association of University Women
Animal Friends, Inc.
Animal Rescue League
ASSET, Inc.
ASTEP-Grace Memorial Presbyterian Church
Auberle
Bedford Hope Center
Bedford Initiatives
Bethany House Ministry
Bethlehem Haven
Bishop Boyle Center
Bloomfield-Garfield Corporation
Borough of Crafton
Boys & Girls Club of Duquesne-West Mifflin
Boys & Girls of Wilkensburg
Braddock Carnegie Library & Community Center
Braddock Redux
Brashear Association, Inc.
Breachmenders
BTC Center
Calliope: The Folk Music Society
Career and Workforce Development Center East
Carnegie Library of Homestead
Carnegie Library of Pittsburgh
Carnegie Science Center
Center Avenue YMCA
Center for Creative Play
Center for Hearing and Deaf Services, Inc.
Center of Life
Central Academy
Central New Development Corporation
Child Watch of Pittsburgh
Children Youth Ministry
Children's Museum
Christian Life Skills
Citizens to Abolish Domestic Apartheid
Community Day School
Community House
Community Human Services Corporation
Community Technical Assistance Center
Competitive Employment Opportunities
Conflict Resolution Center International
Consumer Action Response Team
CONTACT Pittsburgh
Creative Nonfiction Foundation
Dance Alloy
East End Cooperative Ministries
East End Neighborhood Employment Center
East End Neighborhood Forum
East Liberty Development
East Liberty Presbyterian Church
East Side Community Collaborative
Eastminster Child Care Center
Eastside Neighborhood Employment Center
Education Center
Every Child, Inc.
Fair Housing Partnership
Faison Development & Opportunities Center
FAME
Family Services of Western PA
Family Tyes
First Charities/First United Methodist Church
Friendship Development Association
Garfield Jubilee Association, Inc.
Gateway to the Arts
Girl Scouts - Trillium Council
Glen Hazel Family Reading Center
Greater Pittsburgh Community Food Bank
Greater Pittsburgh Literacy Council
Greenfield Senior Center
Guide Runners
Gwen's Girls
Hazelwood Senior Center
Hazelwood YMCA
Heritage Health Foundation
Hill House Association
Hill/Oakland Workforce Collaborative
Himalayan Institute of Pittsburgh
Hope Academy of Music and the Arts
Hosanna House
Housing Alliance of Pennsylvania
HUB Downtown Street Outreach Center
Hunger Services Network
Interfaith Volunteer Caregivers
Jane Holmes Residence
Jewish Family & Children's Service
Jewish Residential Services
Joy-Full-Gospel Fellowship After School Program
Just Harvest
KidsVoice
Kingsley Association
Lawrenceville Development Corporation
League of Young Voters
Light of Life Family Assistance Program
Madison Elementary School
Manchester Academic Charter School
McKees Rocks Terrace
McKeesport Collaborative
McKelvy Elementary School
Mental Health Association of Allegheny County
Message Carriers
Methodist Union of Social Agencies
Miller Elementary School, Principal's Office
Mon Valley Initiative
Mon Valley Providers Council
Mon Valley Resources Unlimited
Mon Valley Unemployment Committee
Mon Yough Community Services
Mount Ararat Community Activities Center
NAACP National Voter Fund
National Alliance of the Mentally Ill
National Association of Minority Contractors /
Black Contractors Association
Negro Educational Emergency Drive
New Beginnings Learning Center
New Penley Place

Past Community Partners (continued)

Northside Coalition for Fair Housing
Northside Institutional Children Youth Ministry
Northside Leadership Conference
OASIS Senior Center
Opera Theater of Pittsburgh
Operation Better Block
Orr Compassionate Care Center
Outreach Teen & Family Services
Parental Stress Center
Pennsylvania Biodiversity Partnership
Pennsylvania Low Income Housing Coalition
Peoples Oakland
Phase 4 Learning Centers, Inc.
Pittsburgh Action Against Rape
Pittsburgh Citizens' Police Review Board
Pittsburgh Foundation
Pittsburgh Health Corps
Pittsburgh Interfaith Impact Network
Pittsburgh Mediation Center
Pittsburgh Social Venture Partners
Pittsburgh Toy Lending Library
Pittsburgh Vision Services
Pittsburgh Voyager
Pittsburgh Youth Symphony Orchestra
POISE Foundation
Program for Health Care to Underserved
Populations
Project Educate
Providence Family Support Center
Radio Information Service
Reading Is Fundamental Pittsburgh
Regional Coalition of Community Builders
River Valley School
Rodef Shalom
Rodman Street Missionary Baptist Church
Ronald McDonald House Charities of Pittsburgh
Rosedale Block Cluster
Sacred Heart Elementary School
Rx Council of Western PA
Salvation Army Family Crisis Center
Sarah Heinz House
Schenley Heights Community Development
Center
Second East Hills Social Services Center
Sharry Everett Scholarship Fund
Sixth Mount Zion Baptist Church
Southwest Pennsylvania Area Health
St. James School
St. Stephen Elementary School
Sustainable Pittsburgh
Thomas Merton Center
Three Rivers Center for Independent Living
Three Rivers Youth
TLC-USA
Turtle Creek Valley Council of Governments
Tzu Chi Wen Chinese School
Union Project
United Cerebral Palsy
Univ. of Pittsburgh - Division of Applied Research
and Evaluation
Urban League of Pittsburgh
Urban Youth Action
Ursuline Services
Vintage Senior Center
Weed & Seed Program, Mayor's Office
Wesley Center
West Pittsburgh Partnership
Wireless Neighborhoods
Women's Enterprise Center
Working Order
YMCA McKeesport
YMCA Senior AIDE Center
Youth Fair Chance
YouthBuild
YWCA Bridge Housing
YWCA of McKeesport

Community Partner Information FAQ

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7. What does it cost to be a Community Partner?

The cost for participating in this experience is your time and your commitment to follow through as agreed. As leaders of community organizations, we know your time is of premium value. Those who have made this investment of time have reaped returns many times over.

8. What does the Community Partner have to offer Carnegie Mellon students?

- Students learn to structure unstructured problems. Community organizations are complex environments with complex problems. Your organization provides excellent environments in which to practice the art of structuring problems.
- Students come from different cultural backgrounds and most have never been in a nonprofit organization. They are practicing how to communicate across cultural differences and across technical knowledge differences. They need to be able to make mistakes and learn from them. Community partners provide a supportive relationship in which students can take risks and learn about how to communicate, how to relate, and how to maintain professionalism.
- Students get the opportunity to practice process consulting. They are learning that expertise is only as valuable as the ability to help others solve authentic problems. You provide a context in which students can practice these skills.
- We've found that Community Partners are very appreciative for the students' assistance. There is nothing more rewarding than to experience your efforts as valuable and rewarding for others. You provide that experience for students.
- Finally, you offer a glimpse into career opportunities in the nonprofit arena. Students learn to appreciate those who work in the nonprofit sector, and they grow to appreciate the role and function of community organizations. We hope this appreciation not only informs the choices they make in life, but also encourages them to care and give back to the community throughout their professional careers.

9. How do I become a Community Partner

Contact an instructor, Joe Mertz or Scott McElfresh. Send your contact information: name, title, name of organization, address, phone, fax, location of organization and your interest in being a Community Partner. You will have a telephone conversation and possibly an on-site visit. All organizations are considered, though preference is given to organizations providing services to a low-income community or a community at risk for falling into the "digital divide."

**Send email to
instructors@tcinc.org
(email preferred)**

**Or call
Joe Mertz: 412.268.2540
Scott McElfresh: 412.268.4859**

10. Caveats

- We do our best to ensure that students who sign-up for the class are committed to completing the class, however, occasionally, a student ends up withdrawing from the class during the semester. Typically, this happens when a student has underestimated the time they need for this class. We do our best to advise students so this does not happen. When it does happen, there is nothing we can do except to invite the Community Partner to participate in the following semester.
- The semester is short and the student has to do a lot of work in a short amount of time. For this reason, it is critical that you keep your scheduled appointments, do the work you agree to do, and maintain communication with the student. The student will need your feedback on reports quickly, often the next day. When we get to the final consulting reports, we will need fast turnaround time from Community Partners because we also need to get the reports published in time for the Community Technology Forum.
- If there is any chance that you think you will not be able to follow through with the requirements of this partnership, please wait until such time as when you are able to do it. Since the Community Partner is the focus for the student's learning, it is essential that the partnership be sustained for the semester.

Community Partner Information FAQ

1. What is the goal of the partnership in this course?

The goal of this class is to expand the capacity of the Community Partner to use, plan for, and manage technology, administratively and programmatically. The student is learning process consulting, project management, communication, relationship management, problem identification, and analysis.

2. As a Community Partner, what can I expect to happen?

Once you match with a student consultant, you will set a meeting schedule that you and the student will keep for the remainder of the semester. The student comes to your location for 3 hours a week. During this time you and the student work together. This is not an internship in which the student merely works on site. Rather, it is a consulting partnership in which you must work together to achieve your technology goals. The student facilitates a process that moves from assessment, to analysis of problems and opportunities, to defining a scope of work, to developing a work plan, to analyzing outcomes and finally presenting that analysis. As the Community Partner, you are the consulting client. You provide information and discuss that information with the student. But you are more than a client; you are also a learner. In process consulting the client "owns the problem" as well as its solution. The consultant facilitates the client in achieving that solution. The consultant doesn't "do for" the client. Rather, the consultant works with the client.

3. What types of activities are typically included in a scope of work?

Each scope of work is unique and depends solely upon the specific needs and opportunities of the individual Community Partner. Partnerships have focused on a wide range of activities, including: personal information management (how to use Windows, organize files, backup files, use various software packages, use time managers, use Palm Pilots and other personal information management tools, e-mail, etc.), developing a plan for how to train staff and how to incorporate knowledge and skill into job description, designing a local area network, implementing Internet connectivity, designing and developing a web site, determining effective data storage methods, analyzing the needs for an information database, designing and implementing a database, solving technical problems, designing a public community technology access center, determining the specifications for computers, developing disaster recovery plans, and more.

4. Who can be a Community Partner?

This course target individuals playing an administrative or programmatic leadership role within a community organization. Typically Community Partners are Executive Directors, Directors, Assistant/Associate Directors, Coordinators, and Managers. But, we make the selection based on the organization and the role that the individual plays within that organization, regardless of title.

5. Why do you focus on organizational leaders?

For an organization to use information technology effectively, its leaders must have a vision for how it can support the organization's mission, they must be comfortable enough to integrate technology into their personal work practices, and they must know enough to budget, staff, and subcontract appropriately. By partnering one-on-one with a student consultant, the leader has a unique opportunity to build that vision, comfort, and knowledge, no matter where they are starting from.

6. What are the requirements for being a Community Partner?

- Hold a leadership role within your organization.
- Have a computer in your office or one you could or do use in your job.
- Reliably meet with the student consultant 3 hours per week, every week, for about the 13 weeks.
- Come to an on-campus gathering 2 times during the semester. Once at the beginning and once at the end.
- Share information about your organization with the student consultant.
- Read project reports prepared by the student and give the student immediate feedback.
- Complete a brief response form after reading each report and return to the instructor.
- Keep a log of consulting sessions and send to instructors twice during the semester.
- Read the final consulting report. Give feedback to the student immediately.
- Make a brief presentation at the end of the semester (with the student) at the Community Technology Forum. (This is the 2nd on-campus gathering you are required to attend.)

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