

**Information Systems Management
Course 95-822**

Spring 2007

Final Consulting Report

KidsVoice

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Executive Summary

Student Consultant, Harish Murthy
Community Partner, Jonathan Budd

I. Background Information

KidsVoice provides full-service advocacy for abused, abandoned, voiceless and vulnerable children. KidsVoice has established a new standard for child advocacy that expands well beyond representation in court. KidsVoice teams attorneys with in-house child advocacy specialists - experts in social work, mental health, education, child development, case management and substance abuse services.

Mission:

"Advocate in court and in the community to ensure a safe and permanent home for abused, neglected and at-risk children."

To effectively manage its ever increasing workload, KidsVoice developed a case management Information system in-house. The Information System has served KidsVoice very well. KidsVoice has now been approached by other similar non-profit organizations that have shown an active interest in purchasing this information system. KidsVoice is now looking into the feasibility of commercializing its Information System. KidsVoice hopes to obtain significant revenues through the sale of this Information System and the profits would be used to expand their core child advocacy operations.

II. Consulting Tasks

There were four major consulting tasks in this project. The first consulting task was for the Student Consultant to analyze the KidsVoice Information system and provide KidsVoice suggestions for enhancing their Information System. The second consulting task was to identify the market size and the customer needs for a case management software. This information would be used by KidsVoice to modify its Information System to suit its customer's needs. The next consulting task was to perform a competitor analysis and gather information about the various case management tools produced by KidsVoice's competitors. The information gathered in the competitor analysis would be used by KidsVoice to come up with effective competitor response strategies. The last consulting task was to conduct a economic feasibility analysis of the venture. The economic feasibility analysis was done to examine the potential revenues that KidsVoice could generate out of this venture.

III. Outcomes Analysis and Recommendations

All the Consulting tasks were completed by the student consultant as planned. The student consultant analyzed the KidsVoice Information System and provided his assessment of the system to KidsVoice. The Student Consultant also provided KidsVoice with information about applications like Google docs and Google Calendar that could be integrated with the KidsVoice Information System. The Student Consultant interviewed over 30 potential clients and compiled the information gathered from these interviews into a customer analysis document. The Student Consultant also analyzed and researched over 25 different case management softwares produced by KidsVoice's competitors. The Information gathered about the features, performance, cost, market share and reputation of competitor's products was presented to KidsVoice in a competitor analysis document. Finally, the student consultant calculated the approximate costs involved in commercializing the system and the potential revenues that could be generated. All these information has immensely helped KidsVoice in planning for the commercialization of its Information System.

The decision about going ahead with this venture will have to be made by KidsVoice based on their independent assessment. But if they decide to go ahead with this venture, the student consultant would like to make the following recommendations for KidsVoice to implement over the next three years to reach their vision.

1. To capture the niche 'non-profit Child law offices' market, KidsVoice should modify and enhance the existing information system to suit the clients' needs
2. After capturing the niche market, KidsVoice should then convert its Information system into a generic CRM application that could be used by the overall legal services, social services and non-profit sectors (referred to as the larger market in this report).
3. KidsVoice must hire an external financial consultant to carry out the economic feasibility analysis for commercializing the KidsVoice Information System.

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I. About the Organization

Organization

Mission:

"Advocate in court and in the community to ensure a safe and permanent home for abused, neglected and at-risk children."

"KidsVoice provides full-service advocacy for abused, abandoned, voiceless and vulnerable children. Many of the children KidsVoice represents, in addition to being neglected or abused, must overcome significant physical and mental disabilities. Their conditions range from developmental delays, neonatal drug addiction and AIDS to severe brain damage, suicidal depression and critical organ failure. KidsVoice has established a new standard for child advocacy that expands well beyond representation in court. It uses a new model of advocacy - a multi-disciplinary approach - that provides comprehensive services and takes full account of each child's physical and emotional needs. KidsVoice teams attorneys with in-house child advocacy specialists - experts in social work, mental health, education, child development, case management and substance abuse services. Through the staff's collective knowledge on advocacy issues and nationwide experience representing children, KidsVoice has developed a revolutionary approach that delivers more effective representation. This new approach is designed with specific protocols and outcome measures so that the success of KidsVoice can be replicated across the country by other child advocacy agencies." [Source: www.KidsVoice.org, 02/23/2007]

Facilities

KidsVoice has its office located in the Frick Building at the intersection of Forbes and Grant Street in downtown Pittsburgh. The office has 60 computer terminals linked together by a LAN network. The computers run on Windows XP operating system and have Pentium III processors. The Information system used at Kids voice is hosted on a central server which runs windows server 2003. The office is equipped with Wi-Fi network for internet connection. KidsVoice has an in-

house developed, web based information system which automates many of the work processes in the organization.

Programs

KidsVoice runs three programs or three voices of advocacy as they call it.

“Voices of hope - Abused and neglected children have been denied far more than legal rights. They lack self-esteem, dignity and often are without even the basic sense of safety and security every child should have at home. Many children believe that their family situation is permanent and beyond their control. The support of KidsVoice gives abused and neglected children the hope that their lives can change for the better, with the knowledge that they are not alone and that other children and families with similar issues have found solutions, they are not responsible for their parents' actions, there is someone who understands their situation and will represent their interests and explain the proceedings.

Voice for Rights - Children are entitled to protection under the law, especially children whose health and life may be in jeopardy due to conditions in their own home. KidsVoice advocates not only for individual children, but also on other levels to champion the cause of children and protect every child's right to a safe and permanent home.

KidsVoice advocates for children in all legal proceedings; protecting children's rights in courts, school proceedings, and individual, class action and appellate cases; before the legislature - lobbying and advocating to change laws and secure adequate funding for children's issues; in the community - representing children's best interests in the community to ensure that needs and rights of children are heard and understood.

Voice of Experience - Children are unprepared to deal with the issues presented in abuse and neglect cases. KidsVoice brings years of experience in safeguarding the best interests of children, including knowledge of the signs of child abuse and neglect; ways to help family members; the importance of attachment and bonding; the significance of sibling and extended family connections; the dynamics of family violence; the appropriate placement and services to choose from among mental health, educational, substance abuse and family support services; how seemingly little things make a difference, like having an appropriate pair of eyeglasses, and clothes and shoes that fit.”

[Source: www.KidsVoice.org, 02/23/2007]

Staff

Kidsvoice has over 60 full time staff working at their office. KidsVoice does not have a full fledged IT team. The IT team that developed their Information system has been disbanded. Some of them are now consultants for KidsVoice.

Scott Hollander is the Executive Director of KidsVoice. He was instrumental in growing the organization from a ten member team to a sixty member team with an annual budget of \$3.8 million within 6 years. He is AV rated by Martindale-Hubbell and was selected by his peers as one of the top 5% of lawyers in Pennsylvania. He also works as a consultant for Hollywood screenplays and television scripts. He has extensive contacts in the non profit world which would immensely help KidsVoice in identifying customers to market their software.

The community Partner, Jonathan Budd is the Associate Executive Director of KidsVoice where he is responsible for the program services and human resources functions of the agency. Jonathan's background includes working as a counselor for delinquent and at-risk youth; as a program manager for the Office of Juvenile Justice and Delinquency Prevention; as a non-profit administrator; and as a labor and employment attorney. He has been directing all the activities related to the commercialization of the KidsVoice Information system.

Steve Dittmer was the brain behind KidsVoice's Information system. He is a supervisor at KidsVoice. After graduation from Penn state university, Steve went to work at Drakes Collection While at Drakes, Steve implemented and operated a computer database of over 100,000 records while giving lectures on collection law. Also during this time, Steve taught himself about computers, networking, and database administration. He then joined KidsVoice in 2000 as a staff attorney. In May 2004, Steve accepted a position to design and implement a database that would incorporate systems to measure advocacy effectiveness, time management, and case-file management. This position is in addition to his full time supervisory duties and small case load.

Technical Environment

The Information system at KidsVoice is a web based application developed in ASP.Net with SQL server database. The KidsVoice portal consists of two separate but closely related web sites with each site providing distinct functions used for managing clients and their case history. They are KidsVoice IS and KidsVoice Direct Service. The KidsVoice IS site is primarily used for the administration of client data. Administrators and clerical staff use this site to update and maintain items like demographic data, court hearings and direct service staff assignments to clients. The KidsVoice Direct Service site is used by staff that provides direct service to clients. A staff member who provides direct service is assigned a client and provides specific services for the client depending on their role. Those services are recorded as activities and can include services such as in-person visits, court hearings, team meetings and phone contact.

System Server Specifications for KidsVoice Information System

Hardware:

Processor - 600-megahertz (MHz) Pentium III

Hard Disk - 40 gigabytes (GB) hard-disk space.

Drive - DVD-ROM drive

Display Super VGA (1,024x768)

Software:

Microsoft Windows 2000 Server with Service Pack (SP) and

Windows Server 2003 Standard Edition

Microsoft Internet Information Services 5.0

ASP.NET

Microsoft SQL Server 2000 with Service Pack (SP) 4

Microsoft SQL Server 2005 with Service Pack (SP) 1

Web Browser - Internet Explorer 5.5

Technical Management and Planning

KidsVoice was using a shared folder for managing their information till about 2004. Over the years, KidsVoice saw a rapid increase in the number cases they were handling. The staff felt the need for a more effective system to manage their data. So Steeve Dittmer (attorney supervisor) came up with a business process model and it was reviewed by KidsVoice's management. Then the in-house IT team developed the information system based on the business process model. After the system was developed, KidsVoice did not need a full time in-house IT team. So the IT team was subsequently disbanded.

The organization currently has just one IT staff member - Jason Moss (IT administrator). The organization does not have a formal technology management plan. Steve Dittmer maintains a log file that tracks bugs in the information systems. The bugs are then fixed on an ad-hoc basis by either the internal IT team or by an external IT consultant.

KidsVoice has now been approached by other similar non-profit organizations that have shown an active interest in purchasing this information system. KidsVoice is now looking into the feasibility of commercializing its Information System. KidsVoice hopes to obtain significant revenues through the sale of this Information System and the profits would be used to expand their core business operations.

Internal and External Communication

The KidsVoice information system has file sharing features that enable the staff to share notes about each case. The file sharing system has been very effective for the organization. They handle over 5000 cases each year and the system has been able eliminate many of the problems they had with their previous systems such as missing files, time wastage, unreliable search features, etc.

The organization also has a PBX based paging system for internal communication among staff. Most staff members have their own extensions. The organization primarily uses email, fax and telephone to carry out their external communication.

Their official website – www.kidsvoice.org also serves as an effective tool for communicating their mission and services to the public.

Information Management

All the data at KidsVoice is maintained through the KidsVoice database. Typically the support staffs gather information about the clients and enter it into the kidsVoice database. The attorney and child advocacy specialist that are assigned to the case will now have access to this information. The attorney and child advocacy specialists then update the information based on the court proceedings and the interviews they have with the clients. The advocates and child advocacy specialists maintain

this information through the course of each client's case till it gets closed. If a case gets reopened for any reason in the future, the support staff takes the responsibility of updating the information about the client.

II. Scope of Work

KidsVoice has been considering the idea of commercializing their Information System to generate more revenues to support their core business operations. So KidsVoice is interested in carrying out a market research to analyze the feasibility for this venture. Several meetings were held with the senior management at KidsVoice to identify the most important phases of the market research that KidsVoice would need help with. Considering the time available for this project, three major consulting tasks were short listed. KidsVoice would carry out any remaining market research tasks on their own at a later period.

Task 1. Analyzing the KidsVoice Information System

Description:

The KidsVoice Information system was developed in-house and KidsVoice was not sure if the system would be well received in the market. So they wanted the Student Consultant to provide an independent assessment of their Information system. KidsVoice was looking for inputs on any scope for improvement of their system. They were also seeking information about other third party open source applications that could be integrated to enhance the Information System.

Approach:

The Information system users at KidsVoice gave the Student consultant a live demonstration of the system. They also gave insights of the business processes at KidsVoice. The Student Consultant then analyzed the system to examine its effectiveness in supporting all the business processes at KidsVoice. The student consultant also researched various third party tools that could be integrated for enhancing the KidsVoice Information system.

Expected Outcome:

The student consultant would present his assessment of the system to KidsVoice and provide possible suggestions for enhancing the system. The Student consultant will also provide KidsVoice with information about third party open source applications that could be integrated with the KidsVoice Information System.

Feasibility:

The Student Consultant and the employees at KidsVoice had all the required skills and experience for carrying out this assessment. So there were no obstacles for carrying out this task.

Task 2. Customer Analysis - Identifying the customer and market needs for Case Management software

Description:

KidsVoice's Information System was not developed with the idea of commercializing it for the external market. Most of the features were built into the system based on the needs of the staff at KidsVoice and the system mirrors the work processes of KidsVoice. So the second consulting task was identifying the needs and expectations of potential customers in legal services, non-profit and child advocacy sectors. This would help KidsVoice evaluate the effectiveness of their product for the external market. Though KidsVoice has not documented the system (through technical or functional specification documents) so far, efforts are now being made to develop these documents. KidsVoice is also developing communication material to advertise their information system among non-profits.

Approach:

KidsVoice had given contact information of over a 100 legal services firms that do similar work. Executives from these organizations were interviewed to gather the necessary information. The interviews broadly focused on the customers' business model, work processes, workload, Information management tools they use, their IT budgets, current software vendors, skills within their organization, etc.

Expected Outcome:

The results from the survey were tabulated in a customer analysis document. The result from this survey was then compared to the features offered by KidVoice's Information system. The information was used to chalk out a plan to for modifying the system to suit the needs of the market. KidsVoice plans to hire external software developers to do these modifications.

Feasibility:

Considering the amount of time available, it would have been impossible to survey all the customers in the contact list. So the challenge was to identify just a few customers that would accurately reflect the needs of rest of the market. Another feasibility issue that was considered was the amount of modifications that could be made to system, since KidsVoice had indicated that they may not be interested in making any major modifications to the system.

Task 3. Competitor Analysis

Description:

There are thousands of different off-the-shelf commercial and open source software packages that deal with information/case management. The purpose of this phase was to identify our direct competitors and gather more information about their product's features, market share, cost, performance, etc. This will help KidsVoice come up with competitor response strategies to differentiate their product and beat their competition.

Approach:

One of the questions that potential customers were asked as a part of the customer survey was about their software vendors. This gave KidsVoice some information about small software companies that currently offer case management software for non-profit legal services sector. Information about large software vendors for this sector was obtained primarily from the Internet. About 10 to 15 different software packages that offer similar features as those of KidsVoice's Information system were short listed. These software packages were then be SWOT analyzed to evaluate their potential threat to KidsVoice's Information system.

Expected Outcome

An itemized document analyzing the competitors' products was prepared. The information obtained in this phase was crucial in helping KidsVoice decide their pricing strategies and distribution channels. The pricing strategy and distribution channel analysis are not a part of the consulting tasks.

Feasibility:

One of the biggest concerns about this task was the difficulty in getting insider information about competitor's product. Customers using a competitor product were reluctant to give information about the products price, performance and downsides. Even software advertisements online don't give much information about the price, features included, etc.

Task 4. Evaluate Economic feasibility**Description:**

KidsVoice has to make significant investments to modify their existing system to suit the needs of the external market. They will also have to spend a lot of money in marketing their product. So the economic feasibility of this project needs to be evaluated. Even if the venture can offer them profits; KidsVoice will have to decide if the returns are big enough for them to take the plunge. The purpose of this phase was to estimate the various costs associated with modifying and marketing their information system. An estimate of the price KidsVoice could charge was also worked out in this phase.

Approach:

The IT consultant who previously worked at KidsVoice was approached to obtain an estimate of the time required to make the necessary modifications to the Information system. The estimate was then used to calculate the costs associated with modifying the system. KidsVoice has decided to market the product through an in-house team. So the number of marketing and sales professionals required was estimated based on the market size identified in the earlier phases. The costs required to maintain this team and advertising costs for this product was then worked out. Information about competitors' prices was used to come up with a pricing strategy for KidsVoice's information system. The potential profits were then estimated based on the above information.

Expected Outcome

An economic analysis report was prepared. The KidVoice management will use the economic analysis to come to a decision on the future of their planned venture.

Feasibility

Obtaining information about the costs associated with the modifications and marketing was easy. The pricing strategy will depend on the amount of information that can be gathered about the competitors' prices. But there were no other major feasibility issues that could affect this phase.

NOTE: The following information was presented to KidsVoice but deliberately left out of the report since they constitute sensitive competitive advantage information for KidsVoice.

- Results of the customer, competitor and economic analysis
- Information about the modifications that KidsVoice will have to carry out on their Information System.
- Projected market shares, revenues, estimated expenses and other relevant financial data

III. Outcomes and Recommendation

Task 1: Analyzing KidsVoice's Information system

The first two weeks of the project were spent in analyzing the KidsVoice Information system and looking for possible opportunities to improve the system.

1.1 Observable Outcomes of this work:

In partnership with KidsVoice, the Student Consultant analyzed the Information for possible areas of improvement. The Information system users at KidsVoice gave the Student consultant a live demonstration of the system. They also gave insights of the business processes at KidsVoice. The Student Consultant then analyzed the system to examine its effectiveness in supporting all the business processes at KidsVoice. The student consultant also researched various third party tools that could be integrated for enhancing the KidsVoice Information system. The suggestions of the student consultant were compiled in a report and presented to the community partner.

1.2 The State before and after the consulting partnership:

- KidsVoice were not sure if their Information System would be well received in the market so they were interested in getting an independent opinion about their system. After this phase they were able to get an outside perspective on the merits and possible scope for improvement of their Information system.
- KidsVoice did not have much information about the other third party applications that could be integrated with their Information System. After this consulting phase KidsVoice were able to

obtain knowledge about applications like Google docs and Google calendar which could potentially be used to enhance the KidsVoice's Information System.

1.3 Increased capacity to meet KidsVoice's Mission:

This phase has helped KidsVoice obtain an independent opinion from the student consultant about their product. KidsVoice is now in discussion with its IT consultant to work on the Information system modification suggestions proposed by the student consultant. This would help KidsVoice in making the necessary modifications to their Information System, resulting in an effective end product that would be well received in the market. The sales of KidsVoice's information system will eventually increase revenues for KidsVoice and these revenues will be used by KidsVoice to expand their core child advocacy operations to a wider region.

1.4 Sustainability of Outcome:

Sustainability is not applicable for this Outcome. The purpose of this phase was for KidsVoice to gain an outside perspective on their system and look for possibilities of enhancing the system. Since this requires an outsider with technical expertise, it is not possible to sustain this outcome within KidsVoice.

1.5 Outcomes not achieved:

All outcomes planned for this phase were achieved. So there are no capacities that were yet to be reached or threats to sustainability of the outcomes in this phase.

Task 2: Customer analysis

The objective of this consulting task was to identify potential market size for KidsVoice and also understand the needs of potential customers in the non-profit child advocacy sector.

2.1 Observable Outcomes of this work:

Nearly forty potential clients in the non-profit legal services sector from different parts of USA were cold called as a part of the customer analysis. About 20 of those organizations were able to provide information about their present IT infrastructure, IT staff, IT budget, business processes and their future plans for investing in technology. The information obtained from 20 potential customers was then used to forecast the potential market size for KidsVoice using statistical confidence intervals. Confidence intervals help predict the probability of a certain criteria for the overall population based on data obtained from a small random sample of that population. (For Example, there is 95% probability that the market size is between X and X+Y). More information about confidence intervals can be obtained from here: http://en.wikipedia.org/wiki/Confidence_interval.

2.2 The State before and after the consulting partnership:

- Before the customer analysis KidsVoice did not have any idea about the market size for their information system. So they were not sure if it was worth investing money in commercializing their information system and they did not know if their product would be well received in the market. But now after getting information about their potential clients' IT infrastructure, capabilities, budget, etc, they have a very good idea about the market size for their Information System.

- Before the customer analysis KidsVoice did not have information about the clients' special situations and needs that would regulate how IT is used in an organization. But now after the customer analysis, they have a much better understanding of the clients' varied business processes and this has served them as a good guidance to modify and configure their information system accordingly.

2.3 Increased capacity to meet KidsVoice's Mission

It is of prime importance for any business to understand its customer's needs and serve them accordingly. The customer analysis has helped KidsVoice understand their clients' needs very well and now this would help them serve their clients better. The non-profit legal services community is a small, tightly knit community and word of mouth is the best way to market a product in this community. So staying close to the customer and serving them well will go a long way in helping KidsVoice generate a large amount of revenues from this venture. The revenues will help KidsVoice expand their child advocacy services to a larger audience.

2.4 Sustainability of Outcome:

This outcome can be sustained. Since most of KidsVoice's employees are attorneys and they have had lot of experience in talking to their legal services clients, learning about their problems and serving them accordingly. They were able to use those skills when they worked with the student consultant on the customer analysis. So the staffs at KidsVoice have excellent customer analysis skills. They will be able to use these skills in the future too, when the need arises.

The Customer analysis phase has not just served KidsVoice with the purpose of obtaining client information but it has also been a great opportunity for KidsVoice to establish a good rapport with their potential clients. So this will make their future interactions with clients for customer analysis more effective.

2.5 Outcomes not achieved:

Initially, it was decided that the customer analysis would cover the whole social services and non-profit sector. But later the customer analysis had to be restricted to just the non-profit legal services sector due to lack of time. KidsVoice has also decided to concentrate its marketing efforts to just the non-profit legal services sector. So this suggests a capacity yet to be reached. But it is no risk to the sustainability of KidsVoice's venture, since the non-profit legal services market is in itself large enough for KidsVoice to recuperate its expenses and make a significant profit.

Task 3: Competitor Analysis

The purpose of this task was to identify KidsVoice's direct competitors (legal services software vendors) and gather more information about their product's features, market share, cost, performance, etc.

3.1 Observable Outcomes of this work:

Over 25 different competitors' and their products were researched and analyzed. The student consultant gathered information about case management software vendors from potential clients (during the customer survey), legal services magazines and the internet. The student then contacted these vendors via email and obtained demonstration videos of their products along with pricing information. Information about the features, performance, costs, market share, ease of use, reputation and tech

support of competitors' products were analyzed from these demonstration videos and the results were compiled in a competitor research document and presented to the community partner, Mr. Jonathan Budd.

3.2 The State before and after the consulting partnership:

- Earlier KidsVoice did not have much information about other case management softwares in the market that it had to compete with. But when community partner was presented with the competitor analysis document, he was surprised by the abundance of case management softwares in the market and the features each of them offered. KidsVoice now has crucial information about the competitors' products and this will help KidsVoice in planning their competitor response strategies and differentiating their product from the rest of the competition.
- Before this phase KidsVoice did not have much information about the price that could be charged for its product but now KidsVoice has information about the prices charged by its competitors and this has given KidsVoice an idea of the price range that it could charge its customers.

3.3 Increased capacity to meet KidsVoice's Mission:

The competitor analysis report has helped KidsVoice to come up with effective business strategies to compete with other legal services software vendors. This will now help KidsVoice obtain a significant market share of the legal services software business. The sales of KidsVoice's information system will eventually increase revenues for KidsVoice and this will increase the funds available for KidsVoice to expand their core operations (child advocacy) to a larger base.

3.4 Sustainability of Outcome:

The software market is always dynamic and there are constant changes. The competitor analysis has to be conducted regularly for the firm to stay competitive. The community partner and other employees at KidsVoice have been observing and working with the student consultant at every stage of the competitor analysis and since KidsVoice is a legal services organization, they have always had exceptional skills within the organization for gathering competitive intelligence. So the outcome is sustainable and KidsVoice is now capable of carrying out competitor analysis on its own in the future, when required.

3.5 Outcomes not achieved:

There is no evidence now to suggest that any of the expected outcomes have not been achieved. But at the same time, it must be realized that the competitor analysis is just the beginning and its success lies in coming up with effective competitor response strategies. So the only risk to sustainability of the outcomes is - KidsVoice not coming up with effective competitor response strategies and deriving maximum benefit from the competitor analysis.

3.6 New Technology Vision at KidsVoice:

The competitor analysis has now given KidsVoice new ideas to add more functionality and enhance its own information system before bringing it out in the market. But beyond that, the competitor analysis has also given KidsVoice an opportunity to take a look at other software products in the market that KidsVoice might consider implementing in its own office in the future.

Task 4: Economic feasibility analysis

The purpose of the phase was to estimate the various costs associated with modifying and marketing their information system. An estimate of the price KidsVoice can charge was also worked out in this phase.

4.1 Observable Outcomes of this work:

The IT consultant that previously worked at KidsVoice was approached to obtain an estimate of the time associated with modifying the existing Information system. Subsequently, the cost of modifying the system and the cost of maintenance were calculated. The market size determined during the customer analysis was used as a reference to estimate the size of the marketing and sales team required for selling the product. The costs required to maintain these employees were worked out. These figures were adjusted for other unseen expenditures and the total projected expenses for commercializing the system was calculated. The competitor's prices were used as indication of what the customers would be willing to pay for this information system. The expected profit from this venture was then calculated. This information was the basis for the pricing strategy recommendations presented to KidVoice in the Economic feasibility evaluation document.

4.2 The State before and after the consulting partnership:

- Before the Economic feasibility analysis, KidsVoice were not sure if would make economic sense to invest in this venture and they were uncertain about the financial risks involved. But now after getting information about the projected costs and profits they have a good idea about the potential revenues that they could generate out of this venture. This will drive KidsVoice's decision on going ahead with this venture.
- Before this phase, KidsVoice was uncertain about its pricing strategies and did not know how much they could charge their customers for the product. But now they have a good idea of what they should be charging their customers if KidsVoice has to meet its financial goals in this venture.

4.3 Increased capacity to meet KidsVoice's Mission:

Since there are several case management software packages in the market, these software packages have become highly commoditized and the firms selling them compete with one another on prices. KidsVoice will also be competing in the non-profits market which is very price sensitive. So the pricing strategy adopted by KidsVoice will form the core of its Business strategy. The economic feasibility analysis has given KidsVoice information about their projected costs and profits, and this should help KidsVoice in deciding their pricing strategies. Efficient use of the pricing strategies will help KidsVoice gain a large market share for its Information system. The revenues from the successful venture would then be used expand KidsVoice's child advocacy operations to a larger base.

4.4 Sustainability of Outcome:

This outcome is sustainable. KidsVoice worked with the Student consultant to evaluate the economic feasibility for this venture, so they have acquired the basic skills required to evaluate the economic feasibility of a business venture. The Student Consultant will also be recommending KidsVoice to involve a financial consultant in the venture to help them with their financial planning. So there should not be any sustainability issues in doing the economic feasibility analysis in the future.

4.5 Outcomes not achieved:

All expected outcomes (cost estimates, projected profits, and Pricing strategies) for this phase were completed as planned. But these evaluations were carried out by the Student consultant in a quick and dirty manner due to shortage of time. So there is the possibility of certain estimates being inaccurate. To overcome this risk, KidsVoice will have to re-check these figures with the help of a financial consultant.

4.6 New Technology Vision at KidsVoice:

The Economic feasibility analysis has helped KidsVoice realize that although they would be generating significant profits by marketing their Information system to the non-profit child advocacy sector, they would still have to enter a much a larger market (beyond the non-profit child advocacy sector) to make sufficient profits for expanding their child advocacy operations to a wider region.

KidsVoice's and Student Consultant's vision

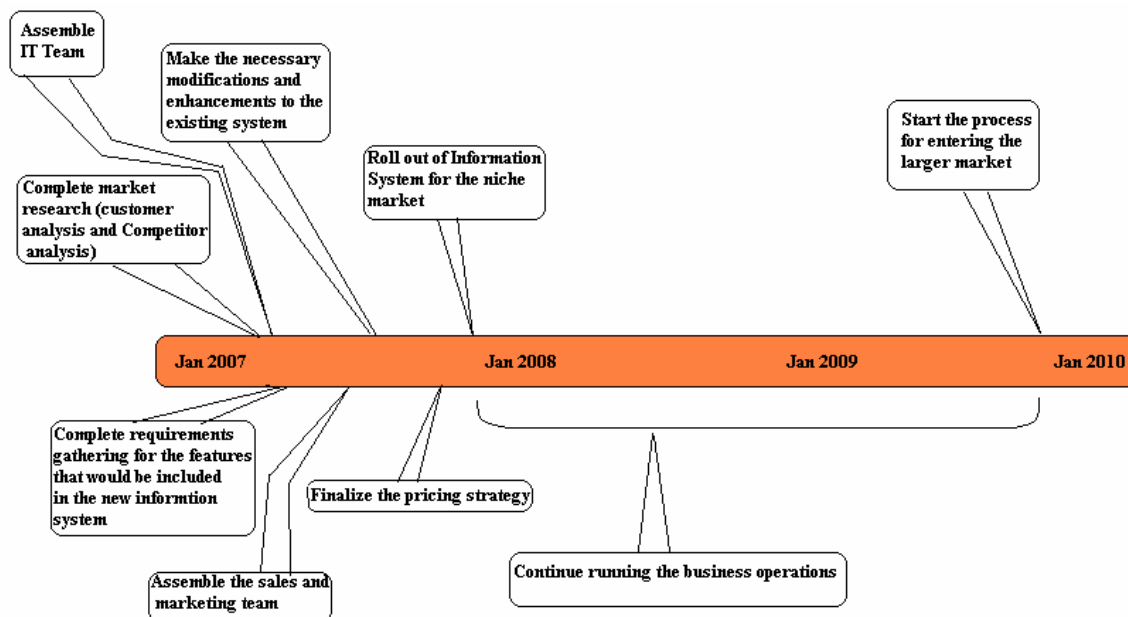
KidsVoice is currently providing child advocacy services in the Allegheny county region. KidsVoice wants to expand its operations and serve a larger base. KidsVoice would need additional revenues to expand its operation. KidsVoice's vision is to commercialize its in-house developed Information System for the non profit child advocacy sector and use the revenues generated to expand their child advocacy operations. The recommendations given by the student consultant below will help KidsVoice realize its vision and capture the child advocacy market.

The recommendations will also help KidsVoice achieve the student consultant's vision of KidsVoice eventually growing beyond the child advocacy sector into a leading case management software vendor for small and medium enterprises in the legal services, social services and non-profit sectors in the future and using the revenues to expand their child advocacy operations to a national level. KidsVoice's existing Information System was not developed with the idea of commercializing it for the external market. Most of the features were built into the system based on the needs of the staff at KidsVoice and the system mirrors the work processes of KidsVoice. So right now the Information system is suitable only for niche non-profit child advocacy services firms and can't be deployed in other sectors. So KidsVoice will have to first capture its niche sector and only later expand into other sectors.

The decision about going ahead with this venture will have to be made by KidsVoice based on their independent assessment. But if they decide to go ahead with this venture, the student consultant would like to make the following recommendations for KidsVoice to implement over the next three years to reach their vision.

1. To capture the niche 'non-profit Child law offices' market, KidsVoice should modify and enhance the existing information system to suit the clients' needs
2. After capturing the niche market, KidsVoice should then convert its Information system into a generic case management application that could be used by the overall legal services, social services and non-profit sectors (referred to as the larger market in this report).
3. KidsVoice must hire an external financial consultant to carry out the economic feasibility analysis for commercializing the KidsVoice Information System.

Project Timeline



Recommendation 1:

Though the existing information system is serving KidsVoice really well, several potential clients have certain special IT needs that the system cannot handle. The information system also does not have all the features offered by competitors' products. KidsVoice will not be able to capture a large market share with just their existing product. So in order to come out with an effective product for the non-profit legal services industry, KidsVoice will have to modify the existing system to suit all the common needs of the potential clients in this sector. KidsVoice will also have to add more features to

enhance the system and make it as good as or better than their competitors' products. (The exact details of the modifications or enhancement are not mentioned here as they constitute sensitive competitor advantage information for KidsVoice).

1.1 Reasoning behind the recommendation:

KidsVoice is trying to capture a very niche market. So in addition to having a product that offers all the features as those of other products in the market, KidsVoice's information system will have to contain other specific features that differentiate it from the competition. Since all the competitors have a generic product, KidsVoice could include features that cater specifically to the niche target group in its information system. This would give KidsVoice a definite edge over its competitors.

1.2 Approach:

KidsVoice could use the information obtained from the customer analysis to come up with a shortlist of the most common features desired by all their potential clients. They should use the information in the customer analysis as a basis for another round of detailed customer interviews involving their IT consultant and business teams (like Joint application development sessions, where IT staff and business users are brought together for a series of brainstorming sessions as a part of the requirements gathering). The focus of this phase should be gathering information about 'how the clients wants it' rather than 'what the client wants' (since this was already accomplished in the previous customer analysis done by the student consultant). KidsVoice should also look into the possibility of solving certain client problems through other means rather than including features for everything in the information system. For example, the inclusion of certain features in the system could be avoided by making minor changes to the business process of the client. They could then prioritize the features in the shortlist by doing a cost benefit analysis. Finally after KidsVoice is sure of the features they need to include and how they want to implement it, they should set up an IT team in the organization to make these modifications to the system. The IT team should have a project manager to coordinate the IT work and serve as a liaison between KidsVoice's management and IT team. KidsVoice should also set up a sales and marketing team when they are nearing the roll out period for the information system. The sales and marketing team would then take over the responsibility of selling the information system to the various non-profit legal services firms.

1.3 Outcomes:

- Dominant market share for KidsVoice in this niche market where there are no established players.
- Significant revenues generated for growing KidsVoice's IT business unit and expanding their core child advocacy operations to a wider region than the one they are currently serving.

- Good foundation for KidsVoice to venture into a bigger market by coming up with a generic CRM package.

1.4 Resources Required:

Internal Resources:

KidsVoice's Management:

- To decide the budget and resources than could be allocated for this phase.
- To manage and guide the other staff involved in this phase.

Customer Analysis Document:

- This document created by the student consultant would give KidsVoice information about the features potential clients require and the features that KidsVoice's competitors have.

Business Users/Attorneys:

- To help with the requirements gathering. These users possess good knowledge about the legal services industry and they have also been using the KidsVoice information system.

External Resources:

IT Consultant:

- To help with the requirements gathering and provide a roadmap for making the necessary modifications and enhancements to the existing information system before roll out.

Software Developers:

- To make the necessary modifications and enhancements to the information system before roll out.

Project Manager:

- To manage and guide the software developers.
- To coordinate between the management and IT Teams

Sales and Marketing Teams:

- To effectively market the new Information system among the non-profit legal services industry.

1.5 Budget:

Costs for making the necessary modifications to the Information System:

(These costs are approximate estimates based on the Student consultant's best judgments)

- Cost of hiring a team of 5 software developers for 960 hours (6 months) @ \$50 per hour = \$240,000
- Cost of hiring an IT consultant for 100 hours @ \$100/hour = \$ 10,000

- Cost of hiring a Project Manager for 960 hours (6 months) @ \$ 75/hour = \$72,000
- Cost of utilizing the KidsVoice Management and other business users = nil
- The cost of the sales and marketing team is not mentioned here as it reflects the potential market size for KidsVoice (which constitutes sensitive information).

Recommendation 2:

The non-profits child law offices in itself are not a large enough market for KidsVoice to generate sufficient revenues to realize its vision of expanding their core child advocacy operations to a wider region. To generate enough revenues for achieving their vision, KidsVoice will have to enter into a much larger market that encompasses the overall non-profit sectors, the legal services sector and other social services sectors. KidsVoice will have to modify the information system that they would be selling to 'non-profit child law offices' into a generic case management application that can be marketed to the larger market.

2.1 Reasons behind the recommendation:

If KidsVoice directly enters into the larger market right now, they will have to compete with many of the large existing players. KidsVoice will be easily wiped out by the large players since they would have the business expertise and financial advantages that KidsVoice currently lacks. So KidsVoice will have to first market their information system to the niche 'non-profit child law offices' market (which currently has only a very few small competitors) and grow their business unit to a significant size. They would then have the expertise and finances to compete successfully with the bigger players in the larger market.

2.2 Strategies:

KidsVoice should conduct a similar market research for the larger market just like the one carried out by the student consultant for the niche market. The research should be used as guidance for KidsVoice to convert their information system into a generic case management application. After deciding what features to include in the generic case management application, KidsVoice must carry out the requirements gathering, cost-benefit analysis, feature prioritization, etc similar to the ones they will be doing for converting their existing information system for the niche market. KidsVoice will also have to ramp up their IT, sales and marketing teams for entering the larger market.

2.3 Outcomes:

- Significant market share in the larger non-profit, legal services and social services sectors.
- Large revenues generated to truly expand their core child advocacy operations nation wide.

- Good foundation for KidsVoice to create a new separate spin-off IT firm that could potentially develop a variety of software products, for different sectors in different geographic regions

2.4 Resources Required:

Internal Resources:

KidsVoice's Management:

- To decide the budget and resources than could be allocated for entering the larger market.
- To manage and guide the other staff involved in this operation.

Consultant:

- A consultant with expertise in non profit, social services and legal services sector to carry out the market research for the larger market similar to the one carried out by the student consultant for the niche market.

Software Developers:

- In house software developers make the necessary modifications to the information system in to a generic case management application.

Project Manager:

- In house project manager to manage and guide the software developers.

External Resources:

Sales and Marketing Teams:

- A bigger sales and marketing team to market the case management application among the non-profit, social services and legal services firms.

2.5 Budget:

The budget for this recommendation has not been worked out since this recommendation will be implemented after several years in the future and the scale of tasks that KidsVoice will accomplish is based on KidsVoice's position in the market at that time.

Recommendation 3:

KidsVoice must hire an external financial consultant to carry out the economic feasibility analysis for commercializing the KidsVoice Information System. If the venture is not going to offer KidsVoice significant profits, there is no point in KidsVoice taking the trouble of modifying and marketing their Information system.

3.1 Reasoning behind the recommendation:

- This is one of the most crucial tasks that KidsVoice will have to carry out for the success of their venture. As discussed earlier in the report, KidsVoice will be making a significant investment in this venture and it is important for them to understand the potential profits that could be generated out of this venture. A study done by the Standish group in 2000 shows that over 50% of IT projects fail because of unrealistic expectations or because of bad project estimates [Source: http://www.projectperfect.com.au/info_it_projects_fail.php]. So KidsVoice will require an accurate estimation of what this venture is going to cost them and the potential revenues that could be generated out of this venture. The Student Consultant was able to spend only a very short duration of time on evaluating the economic feasibility of this venture. The estimates given by the Student Consultant are approximate and are not based on expert judgment. While the economic feasibility analysis carried out by the student consultant has given KidsVoice a good indication about the costs and profits involved, these estimates will still have to be verified by an external financial consultant with the relevant expertise in the software industry.

3.2 Approach:

KidsVoice will have to hire a financial consultant that has sufficient experience and expertise in carrying out such analysis. Ideally the financial consultant should have expertise in estimating costs involved in requirement gathering, IT application development, maintenance, training, marketing, tech support, etc. The approach to carry out the evaluation is best left to the judgment of the financial consultant but in any case the student consultant would like to suggest the following. While estimating the costs involved, the financial consultant will also have to consider the hidden costs such as the cost of sending an employee to the clients' location to gather requirements, training the clients in using the application and the costs of using a tech support/help desk to resolve any problems that the clients would have after implementation of the KidsVoice information system. The financial consultant will have to provide not just numerical figures but an entire investment roadmap for KidsVoice.

3.3 Outcomes:

- An accurate estimation of the costs involved and potential profits that could be generated out this venture. This would serve as guidance for the KidsVoice management to make their decisions about this venture.

3.4 Resources Required:

Internal Resources:

KidsVoice's Management:

- To hire an expert financial consultant.

Economic feasibility analysis document:

- This document created by the student consultant gives a good indication of the economic feasibility of this venture. KidsVoice's management could use this document in addition to the financial consultant's report for making their decision about this venture.

External Resources:

Financial Consultant:

- To estimate the costs associated with commercializing the KidsVoice Information system.

3.5 Budget:

- Cost of hiring a financial consultant for a period of 80 hours (2 weeks) @ \$150/hour = \$12,000
(The potential duration of 80 hours has been calculated based on the Student Consultant's estimate of the amount of work involved in carrying out an economic feasibility analysis.)

About the Consultant:

The Student Consultant, Harish Murthy is a first year graduate student in Information Systems management. Harish is interested in technology consulting and hopes to take up a leadership role in an IT services firm upon graduation.

Appendix A:

Framework used for classifying IT infrastructure of potential clients

Info System Features	Relies on a centralized court system	Centralized Integrated Software	Centralized 'Office' software	Centralized on Paper	Up to the individual attorney	None
Case Load Management						
* Hearing						
*Scheduling						
*Assigning Cases						
*Calendaring						
Client Info Management						
*Official Info						
*Email						
*Notes						
*Disposition						
Time Tracking						
*Who tracks time?						

Appendix B:

Sample Competitor Analysis Document

Feature	Activity Log	Calendar	Security	Search	Outlook Integration	Version Mgmt	Case tracking & Mgmt	Conflict of Interest	Document Mgmt	Reporting tools	Easy to Use	Others
Vendor												
KidsVoice												
Client Profiles												
Canyon Builders												
Tag3												
Compulaw												
Needles												
The Plaintiff												
legalfiles												

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

Community Partner Information FAQ

(continued from back cover)

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 under estimated 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.)

(continued inside back cover)