

# Knowledge Alliance

RESEARCH TO ACTION IN EDUCATION

## *2007 Board of Directors Fall Meeting*

**October 23-24, 2007**

RMC Headquarters  
1000 Market St., Building 2  
Portsmouth, NH



# **TABLE OF CONTENTS**

Introduction.....	3
Participants .....	4
Meeting Agenda.....	5
Minutes.....	8
Assessment: 2007 Work Plan and Budget.....	21
Proposal: 2008 Work Plan and Budget.....	31
Proposal: 2008 Governance .....	37
Ideas Discussion and Consensus: The Big Ideas Initiative .....	44
Policy Discussion .....	56

Reference Materials (under separate cover)  
Mission, Vision, Principles, Capacity  
2007 Work Plan  
Board of Directors  
Membership list  
2008 Calendar  
By-laws and Policy Statements



815 Connecticut Ave NW Suite 220  
Washington, DC 20006  
(202)518-0847 [www.knowledgeall.net](http://www.knowledgeall.net)

October 15, 2007

Dear Members of the Board of Directors,

We look forward to seeing all of you at our meeting in Portsmouth, NH on October 23-24, 2007, hosted by our friends at RMC. This will be a great time to gather in New Hampshire with the changing of the leaves and the accelerating presidential primary campaigns. Our meeting just might add to this seasonal mix.

As you will see from the agenda, during our meeting we have some annual business to take care of as well as several strategic decisions to make. Our first day will focus on assessing the trade association's performance in 2007 and making decisions about our plans for 2008 (including the budget, the annual work plan, and governance issues). On the second day, we will shift our gaze to the future and consider our membership directions as well as a new strategic initiative that builds off of our work in Aspen and Chaminade. In between we have reserved plenty of time to break bread, raise a glass, pay tribute to the year gone by, and pass the gavel.

The trade association has made some great advances this past year in terms of policy, branding and leadership. We seem poised to move to a new and even more exciting level of opportunity. The key now is to create the capacity within our association's framework to take the next vital step together.

We look forward to seeing you soon.

Until then,

Carol Thomas  
2007 Co- Chair

Joan Herman  
2007 Co-chair

Jim Kohlmoos  
President

## Meeting Participants

<b>Attendees</b>	<b>Organization</b>	<b>Phone Number</b>	<b>E-Mail</b>
Tom Barlow	Pacific Resources for Education and Learning	(808) 441-1300	barlowt@prel.org
<b>Denise Borders</b>	<b>AED</b>	<b>(202) 884-8000</b>	<b>dborders@aed.org</b>
Chris Dwyer	RMC Research Corporation	(603) 422-8888	cdwyer@rmcres.com
<b>Steve Fleischman</b>	<b>AIR</b>	<b>(202) 403-5000</b>	<b>sfleischman@air.org</b>
<b>Joan L. Herman (Co-Chair)</b>	<b>UCLA—Center for the Study of Evaluation</b>	<b>(650) 593-4420</b>	<b>joan@cse.ucla.edu</b>
Wesley A. Hoover	SEDL	(512) 476-6861	whoover@sedl.org
Paul Kimmelman	Learning Point Associates	(630) 649-6500	Paul.Kimmelman@learningpt.org
<b>James W. Kohlmoos</b>	<b>Knowledge Alliance</b>	<b>(202) 518-0847</b>	<b>jim@knowledgeall.net</b>
Laura Lefkowitz	Mid-continent Research for Education and Learning	(303) 337-0990	llefkowi@mcrel.org
<b>Max McConkey</b>	<b>WestEd</b>	<b>(520) 888-2838</b>	<b>max@wested.org</b>
David Monk	College of Education-Penn State University	(814) 865-2526	dhm6@psu.edu
Dean Nafziger	Edvance Research, Inc.	(210) 558-1902	dnafziger@edvanceresearch.com
Bob Pasternack	Voyager Expanded Learning	214-932-9500	rpasternack@voyagerlearning.com
Julia Peyton	Voyager Expanded Learning	214-932-9500	jpeyton@voyagerlearning.com
<b>Doris Redfield</b>	<b>Edvantia</b>	<b>(304) 347-0400</b>	<b>doris.redfield@edvantia.org</b>
<b>Carol Thomas (Co-Chair)</b>	<b>Northwest Regional Educational Laboratory</b>	<b>(503) 275-9500</b>	<b>thomasc@nwrel.org</b>
Ludy van Broekhuizen	SERVE	(800) 755-3277	lvbroekh@serve.org
John Waters	Knowledge Alliance	(202) 518-0847	waters@knowledgeall.net

**2007 EXECUTIVE COMMITTEE MEMBERS LISTED IN BOLD**

# **BOARD MEETING AGENDA**

**To: Board of Directors**  
**From: Jim Kohlmoos**  
**Subject: Board Meeting Agenda on October 23-24**

As you can see below we have an ambitious agenda for our two days together. Of course, the times are subject to change as we proceed through the issues and decision points. Carol Thomas and Joan Herman as the co- chairs will guide us through the agenda.

## Goals

1. **2007:** Evaluate 2007 work plan, budget and CEO performance
2. **2008:** Finalize 2008 work plan, budget, calendar and governance
3. **Policy:** Review current and future policy positions regarding reauthorization and appropriations
4. **Membership:** Examine membership responsibilities and goals
5. **Big Ideas Initiative:** Determine key topics and activities for future developmental work

## October 23

Location: Large Conference Room  
RMC Research  
1000 Market Street, Building 2  
Portsmouth, NH 03801  
(603) 422-8888

**Noon-2:00 Executive Committee Meeting**

**2:00-2:15 Board Meeting --- Opening (see pages 3-20)**

- Welcome, introductions, minutes, agenda --- review and decision

**2:15-3:30 FY 2007 Evaluation (see pages 21-30)**

- Work plan and Budget --- review (15 minutes)
- CEO --- discussion, Board executive session (45 minutes)
- CEO --- discussion, Board and CEO in executive session (15 minutes)

**3:30-3:45 Break**

**3:45-5:15 FY 2008 Proposed Plans (see pages 31-43)**

- Work plan --- decision
- Budget --- decision
- Calendar (approved 9/07) --- review
- Officers Chair-elect, Secretary-Treasurer --- decision
- Executive Committee --- review
- By-laws amendments --- decision
- Installment surcharge policy --- decision

- Restraint of Trade policy --- decision

**5:15-6:00 Break**

**6:00- 8:00 Dinner and Passing the Gavel**  
 Victory 96 State Street  
 96 State Street, Portsmouth,  
 (603) 766-0960 [www.96statestreet.com](http://www.96statestreet.com)

## **October 24**

Location: Large Conference Room  
 RMC Research  
 1000 Market Street, Building 2  
 Portsmouth, NH 03801  
 (603) 422-8888

**7:30 - 8:30 Breakfast**

**8:30 - 8:45 “Doing What Works” Preview**

**8:45 - 9:45 Policy (see pages 56-60)**

- Status of ESEA reauthorization and education appropriations---review
- Current positioning --- discussion
- Future positioning --- discussion

**9:45-10:00 Break**

**10:00-10:45 Membership**

- Responsibilities and Statement of Commitment --- discussion
- Recruitment --- discussion

**10:45 - 12:00 Big Ideas Initiative (see pages 44-55)**

- Building on Chaminade and Aspen --- discussion
- Proposed Big Ideas Initiative --- decision

**12:00 - 12:45 Break and Lunch**

**12:45-2:00 Review, Adjust, Next Steps**

# Minutes

## **DRAFT MINUTES**

### **NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING**

**Chicago, IL  
April 9, 2007**

The following Board members or their representatives were present: Nancy Ames, Tom Barlow, Denise Borders, Chris Dwyer, Steve Fleischman, Wes Hoover, Paul Kimmelman, Jim Kohlmoos, Marilynn Kulieke, Laura Lefkowitz, Max McConkey, Doris Redfield, Peggy Siegel, Ludy van Broekhuizen and Carol Thomas.

Staff Present: Kate Bannan and John Waters

Also participating: Rodney Ferguson and Patrick Riccards of Lipman Hearne

#### **Introductions/Approval of Minutes**

Carol Thomas opened the meeting at 9:34 a.m. and briefly reviewed the agenda. Participants introduced themselves for the benefit of new members at the table.

Paul Kimmelman moved to approve the March 19, 2007 board minutes; Tom Barlow seconded. The motion passed unanimously.

#### **Financial Statements-2007 Budget and Work Plan**

Jim Kohlmoos briefly reviewed the status of the 2007 work plan, highlighting the shifts in the advocacy work with both the ESEA and ESRA reauthorizations in play. Jim also noted that the membership task force would be revived to work on membership recruitment issues.

Jim also briefed the board on the progress for the 2007 budget and financial statements through March 15<sup>th</sup>, noting the solid status and cash flow position.

#### **Advocacy and Policy**

Jim and Kate Bannan provided an overview of the current political climate, noting the impact of presidential politics on congressional activity, the existence of some bi-partisan cooperation in the education arena, and some encouraging signs on the appropriations front. Jim indicated that the reauthorization of ESEA is moving ahead, though its complexity could cause it to derail. He also noted that NEKIA was surprised to learn

from the House Education committee about its intent to reauthorize ESRA, and that NEKIA expects to learn more about this development in the coming weeks, but would continue to prepare as if both ESEA and ESRA reauthorizations will move.

The board discussed the reauthorization and appropriations situations, and wondered whether the appropriations request might be too low; Jim indicated that it would be revisited after the 302b allocations are released. The board also emphasized the importance of building relationships and presenting a clear picture of the pieces of the federal education research enterprise and how they fit together.

Jim reviewed NEKIA's work on the restricted indirect cost rate, which involves consideration of adjustments to statutory as well as regulatory processes.

Jim also briefly reviewed the status of the sector groups, noting that the REL directors will be meeting this week, and that the rationale for these meetings is primarily to serve as a support group.

### **Rebranding**

Jim briefly reviewed the branding process recommendations on page 20 of the board materials, and then introduced Rodney Ferguson and Patrick Riccards of Lipman Hearne, with whom NEKIA has contracted to conduct the rebranding process. Rodney and Patrick reviewed the process for selecting a new name, and then presented the selection of Knowledge Alliance as the choice of the branding task force. Max McConkey moved to approve the new name; Doris Redfield seconded.

The board discussed the selection of the word "Knowledge" in the name, noting it as a surprising choice, given that some members perceived a negative connotation associated with the word by the education research field, and its lack of a sense of future and innovation, as well as potential problems that the letters in the word itself can present. Members of the branding task force discussed the process and selection, noting the desire to avoid all the old labels/words. Knowledge was identified as something that all NEKIA members are involved with. Task force members also emphasized that the lack of a perfect name will require an excellent tagline, and noted that the process was extensive and offered all board members a chance to weigh in. The board then approved the name Knowledge Alliance as the new name for the association by a vote of 11-2, with Marilyn Kulieke and Laura Lefkowits opposed.

The board then discussed the selection of a tagline, and agreed that a process should be designed to work towards a board vote on a new tagline in May. Max moved to adopt a phased roll-out of the new name, starting immediately, with a formal announcement to occur in the fall, possibly in conjunction with the October board meeting; Tom Barlow seconded. The board discussed the recommendation by Lipman Hearne to start using a

new name once it had been agreed upon, and the need to have guidelines for moving forward with official next steps. The board approved the motion by a vote of 12-1, with Wes Hoover opposed.

### **ESRA Reauthorization**

Jim presented the association's "straw man" recommendations for ESRA reauthorization, highlighting the key concerns and policy positions. The board discussed the recommendations, noting the following considerations:

- What is our position with respect towards the current IES and its leadership?
- The proposal of a fifth center could mean stepping on a bunch of toes.
- Getting implementation of current structures aligned with current NEKIA members' missions is important.
- Given the absent/limited support for development, the innovation fund should be about development.
- We want to support language that's actually been in the law.
- It would be useful to have a visual depiction of the development cycle and its gaps.
- Is there a problem with flawed implementation, or is it that we don't like the interpretation of implementation?
- It's not necessarily the time to be cautious, but rather the time to say to Congress, "Your intent was not fulfilled because of the way it was implemented".
- What has IES done right? We should be clear about IES's positives.
- The field is losing ground because of implementation problems.
- Creating a commission to address the problems would present an opportunity for a news item.

The board agreed that drawing attention to the top-down culture and lack of emphasis on development, and balancing these concerns with acknowledgement of positive aspects (with the use of specific examples), supported by a graphic to identify gaps in the cycle, would be a good next step in preparation for the April 18<sup>th</sup> meeting that Jim and Kate will have with Denise Forte.

The board then discussed definitions of SBR and which definition NEKIA should support for inclusion in ESRA. The board noted that the SBR definition is really an issue for

ESEA more than ESRA. Doris moved to adopt the current ESRA (IES) definition for application to ESEA, with principle #7 (Uses research designs and methods appropriate to the research question posed) becoming principle #1; Tom seconded. The motion passed unanimously.

## Updates

- **Membership:** Jim and John Waters will confirm for Carol the composition of the membership task force (Paul Kimmelman agreed to participate). Carol will also contact Joan Herman about chairing the task force.
- **Center for Knowledge Use:** Jim and John updated the board on the recommendation by legal counsel for the interlocking relationship between NEKIA (501c6) and the Center for Knowledge Use (501c3), which involves the revision of the 501c3 bylaws and expansion of its board of directors.
- **Retreat Planning:** The retreat planning task force described the plans for July event, whose agenda will focus on the wiki world and open-source issues. John will be sending detailed registration information to the board.
- **Communicators Institute:** Jim briefed the board on the plans for the Institute, to be held June 13-14 in Washington, DC.
- **Policy Forums:** Jim informed the board of efforts to work with the National Academies to co-host future events, and noted that financial support for the forums could be provided by the Grant Foundation.
- **Contact Lists:** John will also share with board members the individuals in their respective organizations who have been identified as participants in the Communicators group, PAG, and recipients of the “Knowledge-able Source” newsletter, for the purpose of updating those lists.

The meeting was adjourned at 3:48 p.m.

## **DRAFT MINUTES**

### **KNOWLEDGE ALLIANCE BOARD OF DIRECTORS MEETING**

**By Conference Call  
May 21, 2007**

The following Board members or their representatives were present on the call: Nancy Ames, Tom Barlow, Denise Borders, Joan Herman, Jim Kohlmoos, Laura Lefkowits, Max McConkey, Carol Thomas and Ludy van Broekhuizen.

Staff Present: Kate Bannan and John Waters

Also participating: Patrick Riccards of Lipman Hearne

#### **Re-branding: Tag Line**

Patrick Riccards reviewed the process for the preferential voting that had been conducted to select a new tag line. The board discussed the options, revisiting the idea of having multiple tag lines for different situations as discussed in Chicago and/or reconsidering a new tag line on a 2 year basis.

The board agreed to resubmit the top three vote getters, plus “Research to Excellence in Education” for a final round of voting; board members may vote for no more than 2 choices.

#### **Policy Update**

Jim Kohlmoos and Kate Bannan briefed the board on ESEA reauthorization, noting that talk of a mark-up may still be optimistic, but that Knowledge Alliance would continue to monitor the situation.

Knowledge Alliance has sent its recommendations for ESRA reauthorization to the Hill, though there doesn't seem to be much movement on this front.

While the budget resolution has passed, work on appropriations has slowed somewhat, leading to contradictory messages emerging from meeting to meeting. There have been whispers of a government shutdown in the fall. The Knowledge Alliance recommendations for appropriations have been passing the “laugh test” with staffers.

#### **Hill Days**

The May Hill Days resulted in good visits with over 20 offices. Participants agreed that the group visits were a great strategy for getting the overall R&D message across, and a

good model to continue to develop. Jim noted that Knowledge Alliance could also create “customized” Hill visits for members should they be interested in doing so. The next Hill Days are scheduled for July 25<sup>th</sup> and 26<sup>th</sup>.

### Updates

- **Logo Competition:** Jim reminded the board to encourage their respective staff to submit entries for the new Knowledge Alliance logo.
- **Communicators Meeting:** Jim reminded the board of the meeting, set for June 13<sup>th</sup> and 14<sup>th</sup>.
- **July Board Retreat:** Jim noted that the planning committee had developed an exciting agenda; John will send a final reminder and pre-reading assignments to the board.
- **Membership Task Force:** Jim informed the board that the task force is scheduled to meet via conference call and assign outreach tasks to potential members.

The meeting was adjourned at 3:58 p.m.

**DRAFT MINUTES**  
**KNOWLEDGE ALLIANCE**  
**BOARD OF DIRECTORS MEETING**

**By Conference Call**  
**June 18, 2007**

The following Board members or their representatives were present on the call: Tom Barlow, Denise Borders, Mark Elgart, Joan Herman, Paul Kimmelman, Jim Kohlmoos, Kyle Peck, Doris Redfield, Carol Thomas and Ludy van Broekhuizen.

Staff Present: Kate Bannan and John Waters

**Appropriations**

Jim Kohlmoos and Kate Bannan briefed the board on appropriations. A fight has erupted over the ear-marking process, but the House is scheduled to hold a full committee mark-up on July 9, with the bill going to the floor the following week. Knowledge Alliance was disappointed to learn of level funding for the dissemination account; there are cuts to the Reading First program, though the School Improvement Fund received an increase.

The Senate subcommittee is scheduled to mark-up on June 19<sup>th</sup>, with the full committee meeting on June 21<sup>st</sup>.

**ESEA Reauthorization**

It was mostly quiet on this front last week, though staff continue to work on the effort, including revisiting the “scientifically-based research” definitions. Board members noted that Kennedy is emphatic about moving the legislation, which would mean tweaking it at best, and discussed the fact that AYP benchmarks kick in next year. Jim reiterated his skepticism for the reauthorization to be completed this year, and noted that the July Hill Days could focus on this as well as appropriations issues.

**Updates**

- **Logo Competition:** Jim briefed the board on the submissions for the new Knowledge Alliance logo and indicated that the re-branding committee would select a winner within the next two weeks. Jim also informed the board that Knowledge Alliance was moving forward with steps in the name change process (trademark, registering with DC).
- **Communicators Meeting:** Jim briefed the board on the meeting, highlighting the conversations with Mike Cornfield, Mike Bowler, and Jay Diskey. The

communicators group also provided feedback on the submissions for the new logo.

- **July Board Retreat:** Jim noted that the planning committee had developed an exciting agenda; John will send the agenda and supporting materials to the board next week.
- **REL Directors Meeting:** Jim informed the board that the REL Directors would be meeting in DC on July 25<sup>th</sup>, prior to their meeting with IES on the 26<sup>th</sup>.
- **Membership Task Force:** Jim informed the board of contact with Edvance Research and Voyager Expanded Learning, and noted that the task force is scheduled to meet via conference call and review its assignments next week.
- **Policy Forums:** Jim informed the board that planning for the forums with Education Sector and the National Academies has been put on hold while the NAS seeks to fill Marty Orland's position.
- **Office Space:** Knowledge Alliance has signed a lease for new office space and will be moving on August 15<sup>th</sup>.

The meeting was adjourned at 3:50 p.m.

**DRAFT MINUTES**  
**KNOWLEDGE ALLIANCE**  
**BOARD OF DIRECTORS MEETING**

**By Conference Call**  
**August 20, 2007**

The following Board members or their representatives were present on the call: Denise Borders, Paul Kimmelman, Jim Kohlmoos, Marilynn Kulieke, Max McConkey, Dean Nafziger, Bob Pasternack, Kyle Peck, Doris Redfield, and Carol Thomas.

Staff Present: John Waters

**2008 Planning: Advice for the Executive Committee**

Jim Kohlmoos described the following elements of preliminary planning for FY2008, and asked the board for advice to provide to the Executive Committee in advance of its planning meeting at the end of August.

- **Work Plan:** Jim reviewed the work plan. The board discussed the strategies identified in section 1.1; Jim noted that things were on track in the aggregate.
- **Calendar:** The board discussed the number of Hill Days and board meetings, and agreed to continue to schedule both as had been done in FY2007, with quarterly meetings for each group.
- **Budget:** Jim informed the board of the plan to maintain the current fee structure. The board discussed continuing the consideration of alliance/group memberships as part of the recruitment strategy.
- **Nominations for Officers:** Jim informed the board of the process for nominating the Chair-Elect and at-large Executive Committee members. Board members may submit nominations for these positions to Carol Thomas via email.
- **Retreat Ideas:** Jim briefed the board on the ideas that emerged following the July retreat, and noted that Knowledge Alliance was still sorting through the meeting notes for other suggestions offered on the final day of the retreat. Knowledge Alliance will solicit additional ideas in follow up to the call.

**October Board Meeting**

Jim reviewed the plans for the October meeting, which will be hosted by RMC at its offices in Portsmouth, NH, noting that efforts were underway to explore how to tap into

the presidential primary and take advantage of the opportunity to discuss the R&D agenda with the candidates.

### Updates

- **Policy Forums:** Jim informed the board of the plans for the forum with the American Association of Publishers and the Software Information Industry Association on October 16<sup>th</sup>, and noted that plans for a series of forums with Education Sector and the National Academies are on hold, with the hope of scheduling something for next spring or early summer.
- **CEO Appraisal:** Carol Thomas directed board members' attention to the appraisal timeline which appeared in the call's materials, and reminded board members to send her feedback on Jim's performance via email.
- **Appropriations and Reauthorization:** Jim reviewed the status of each, noting the possibility of an omnibus (or minibus) measure this fall with regard to appropriations, and indicating that both chambers of Congress still seem hopeful of completing the reauthorization this fall.
- **Office Space:** Knowledge Alliance moved into its new office space on August 15<sup>th</sup>.
- **Budget:** Jim informed the board that the budget status was solid, thanks in part to the addition of new members.
- **Membership:** Jim informed the board of the successful addition of new members Edvance Research and Voyager Expanded Learning, and indicated that board members could send suggestions for additional member prospects to Joan Herman, who would then review them with the membership task force.
- **Minutes:** The minutes from previous board and Executive Committee meetings were included for reference; the board will vote to approve the board minutes at the October meeting.

The meeting was adjourned at 3:54 p.m.

## **DRAFT MINUTES**

### **KNOWLEDGE ALLIANCE BOARD OF DIRECTORS MEETING**

**By Conference Call  
September 17, 2007**

The following Board members or their representatives were present on the call: Tom Barlow, Chris Dwyer, Steve Fleischman, Joan Herman, Wes Hoover, Jim Kohlmoos, Max McConkey, Dean Nafziger, Kyle Peck, Doris Redfield, and Ludy van Broekhuizen.

Staff Present: Kate Bannan and John Waters

#### **ESEA Reauthorization**

Jim Kohlmoos briefed the board on a statement of general support issued by Knowledge Alliance in response to the release of a staff discussion draft for Title I by the House Education and Labor Committee. Jim also described his appearance before the Committee (along with 43 other witnesses) to testify and provide comment on the discussion draft; the Knowledge Alliance remarks focused on school improvement.

#### **2008 Appropriations**

Jim also briefed the board on the status of the appropriations process, noting that it appears unlikely that the bill will make it to the Senate floor. A continuing resolution through November 15<sup>th</sup> is expected, with the possibility of Congress passing an omnibus package that will include the Labor/HHS/Education bill.

#### **Executive Committee Planning for 2008**

Jim described the August meeting of the Executive Committee, at which it focused on the budget, calendar, work plan, and other governance issues for 2008, and indicated that proposals for each of these areas of work would be presented to the board at the October board meeting (with the exception of the calendar, which will be shared with the board via email and finalized within the next two weeks).

#### **Restraint of Trade Issues**

Jim briefed the board on the emergence of concerns within the membership regarding possible restraint of trade issues. Knowledge Alliance has engaged legal counsel to research the issue, with the goal of developing guidelines and offering a training session to the board.

## Restricted Indirect Cost Rate

Jim Kohlmoos described the meeting that he and Steve Winnick, the attorney working on this issue for Knowledge Alliance, had with the general counsel at the Department of Education to present our views on the restricted indirect cost rate regulations. Knowledge Alliance will be providing information to ED as follow up to this meeting, and will be contacting several members to collect details on their experiences with these regulations.

## Updates

- **Hill Days:** Kate Bannan briefed the board on the plans for the Hill Days event on September 19<sup>th</sup> and 20<sup>th</sup>. There will be over 20 meetings during the course of the two days, and the message focus will be on reauthorization.
- **Policy Forums:** Jim informed the board of the plans for the forum with the American Association of Publishers and the Software Information Industry Association on October 16<sup>th</sup>, noting that locating a room for the event was the final step.
- **CEO Appraisal:** Carol Thomas directed board members' attention to the appraisal timeline which appeared in the call's materials, and reminded board members to send her feedback on Jim's performance via email.
- **Budget:** Jim informed the board that the budget status was solid, thanks in part to the addition of new members.
- **Membership:** Jim informed the board of the ongoing discussions of the membership task force, and noted that it was scheduled to meet via conference call later in the afternoon.
- **October Board Meeting:** Jim reviewed the plans for the October meeting, which will be hosted by RMC at its offices in Portsmouth, NH. The meeting will include the annual planning for 2008, as well as follow up on the "big ideas" work on earlier in the year, and possibly an effort to tap into the presidential primary and take advantage of the opportunity to discuss the R&D agenda with one or more of the candidates.

The meeting was adjourned at 3:52 p.m.

# **Assessment of 2007**

- **Work Plan**
- **Budget**

**To: Board of Directors**  
**From: Jim Kohlmoos**  
**Subject: Progress report, 2007 Work plan**  
**Date: 10/15/07**

As we have done the last two years, we present to you the following report for our annual work plan. I will be happy to talk to you about this report in more detail at the meeting.

**Progress Ratings**

- 5 – Exceptional progress. Anticipate achieving or exceeding the original goal
- 4 – Very Good progress. Anticipate achieving up to 90% of the goal
- 3 – Good progress. Anticipate achieving up to 75% of the goal
- 2 – Average progressive. Anticipate achieving up to 50% of the goal
- 1 – Poor, no progress
- 0 – Too early to know

	<b>February</b>	<b>April</b>	<b>October</b>
<b>1.0 Advocacy</b>			
1.1 Appropriations	2 --- We have our positions in place and are ready to begin the process once the President releases his budget request on February 5	3 --- We have begun the Congressional outreach process with encouraging progress including good meetings with committee staff and appropriations member, targeted mailings, and congressional testimony,	3 plus --- Good news in the Senate and somewhat good news in the House. We now await a final bill which may be delayed until December . Our outreach strategy has been well implemented including Congressional testimony and numerous letters and meetings with key staff and members.
1.2 Implementations	3 --- We have made some progress on the restricted indirect cost rate issue and will focus on regulatory changes. We consulted with members of the National Board for Education Sciences about lab and R&D Center issues. We are putting into place sector groups for the labs and R &D centers. Still need to organize the Comp Centers	3 --- For the indirect cost rate issue we have developed a two pronged regulatory and statutory approach. Lab sector is moving forward in strong and positive ways. We still need to establish the R&D Alliance and Comp Center network for addressing their concerns.	3 plus --- The indirect cost rate issue is still alive with some potential for resolution. In productive ways we have been involved in the school improvement grants application, the definition of scientifically based research, comp centers administration, RELs contract and implementation.
1.3 Reauthorizations	3 --- We are close to being ready to roll out our ESEA proposal. We have consulted with the Department of Education (ED) Council of Chief State School Officers, the STEM Coalition, AERA and the Aspen Institute regarding their issues.	3 --- We are moving forward on two fronts with the ESEA and ESRA. Our proposal for ESEA has been actively disseminated on the Hill. We are getting ready to prepare our positions for ESRA	3--- We have testified before the House committee, presented our ESEA proposals, participated in discussions regarding scientifically based research. We believe we are well positioned. Our only regret is not re-introducing the Knowledge utilization Act.
<b>2.0 Leadership</b>			
2.1 Policy Development	2 --- We have had significant discussions with the KnowledgeWorks Foundation, the American Enterprise Institute, the Alliance for Excellent Education, Education Sector, the National	2 plus --- Some progress on this front with the exploration of joint policy forums with the National Academies and Education Sector and with the Software information Industry	2--- We continue to make some mixed progress on this front with the exploration of joint policy forums with the National Academies and Education Sector and with the Software information Industry Association and

	Academies, American Association of Publishers, Institute for the Study of Knowledge Management in Education regarding knowledge use policy.	Association and the American Publishers Association. Also talks continue with the KnowledgeWorks Foundation.	the American Publishers Association. Also talks continue with the KnowledgeWorks Foundation.
2.2 Branding	3 --- We have contracted with Lipman Hearne to conduct our re-branding process	3 plus --- We have received a major set of recommendations from our consultants and anticipate acting swiftly on some or most in the next two quarters.	3 plus --- New name, new logo, new tag line, new mission. We are preparing for a rollout in the next year.
2.3 Communications	2 --- We have been successful in reaching out to trade publications regarding our work. Still need to set up a more innovative and systematic approach to communications.	2 plus --- Reasonably good coverage in trade press with three new quotes plus a new article in the School Improvement Industry Weekly.	3 --- We have been actively reaching out to Ed Daily and Ed Week with thoughts and observations but have not broken out into the general process. We are working on a chapter for a new publication on Knowledge Utilization
2.4 Strategic Alliances	3--- Strong outreach this quarter to KnowledgeWorks Foundation, the American Enterprise Institute, the Alliance for Excellent Education, Education Sector, the National Academies, American Association of Publishers, Institute for the Study of Knowledge Management in Education, Council of Chief State School Officers, the STEM Coalition, AERA, the Aspen Institute, National Education Association, American Federation of Teachers, Education Industry Association, Association of Education Publishers, Software Information Industry Association, Hechinger Institute	2 plus --- Not as much activity as in the previous quarter due to our focus on government relations. Still continued to have good contacts with KnowledgeWorks Foundation, the Afterschool Alliance, the Alliance for Excellent Education, Education Sector, the National Academies, American Association of Publishers, Council of Chief State School Officers, the STEM Coalition, AERA, the Aspen Institute, National Education Association, American Federation of Teachers, Education Industry Association, Association of Education Publishers, Software Information Industry Association, Hechinger Institute	3--- Good activity this past quarter with explorations involving KnowledgeWorks Foundation, the Alliance for Excellent Education, Education Sector, the National Academies, American Association of Publishers, Council of Chief State School Officers, the STEM Coalition, AERA, Association of Education Publishers, Software Information Industry Association, Hechinger Institute, Hewlett Foundation, Curriki
<b>3.0 Capacity</b>			
3.1 Operations	3--- We cut costs and discontinued sub leasing of our office space creating more flexibility for operations. Good progress on this year's audit and bookkeeping activities	3 --- We were very pleased to hire our new Policy Director and expand our capacity significantly at an important time. Good audit report and bookkeeping operations. We have cut office space costs significantly in anticipation of a move in the third quarter.	3 plus --- Good progress: name change, new office, solid staff, better uses of technology, more streamlined operations. We are close to being a paperless, virtual office with strong productivity and agility.
3.2 Governance	2--- Only slight progress on getting legal advice on the NEKIA Center for Knowledge Use (our companion 501c3	2 --- For the Center for Knowledge Use we have engaged legal advice and now have a plan for moving	2--- We are still moving slowly through the legal technicalities of changing our bylaws, setting up the Center for Knowledge Use and

3.3 Membership Development	<p>organization). The board approved an alliance membership concept but we have yet to activate research in new dues and membership options</p> <p>2--- We have focused on recruitment through the alliance membership concept but have not activated our overall recruitment strategy for 2007.</p>	<p>forward. We likely need to change bylaws for NEKIA and the CfK in the next quarter.</p> <p>2 plus -- We were pleased add Teachers College as a full member in February and have reached out to several more interested organizations. Need to take a more aggressive approach in the next two months.</p>	<p>finalizing our trade mark.</p> <p>4 --- Two new full members and one new affiliate member. The Task Force is in operation pursuing new prospects and revisiting our overall plan developed three years ago.</p>
3.4 Member Participation	0	<p>3 --- the planning for the retreat is in full swing with excellent opportunities for engagement and collaboration on the horizon.</p>	<p>4 --- Excellent group process at the retreat...we continue to look for new and innovative ways to stir and stimulate our members and promote collaboration.</p>
3.5 Business Development	0	0	<p>2--- We have reached out to KnowledgeWorks and Hewlett for potential new initiatives. Progress has been uneven. This area needs far more attention.</p>

**\*\*\*FOR YOUR REFERENCE\*\*\***  
**APPROVED 2007-9 WORK PLAN**  
 December 11, 2006

**Overall Strategy:** Transform NEKIA over a three year period timed with key political and policy dynamics (new Congressional leadership, a new Administration, reauthorizations). In 2007, focus on preparing and testing new policy, organizational and collaborative dimensions. In 2008, launch a major multi-media and multi-dimensional roll out. In 2009 focus on refinements and continued implementation of the new scheme. By 2010 we will have fulfilled our vision.

**1. Advocacy: Dramatically expand federal support for knowledge utilization industry in line with a dynamic new vision for R&D in education**

1.1 Appropriations— Double federal investments in designated knowledge utilization programs by 2009.

- *Strategy for 2007:* Advocate for an aggregated 33% increase over 2006 in current programs.
- *Strategy for 2008:* Advocate for an aggregated 66% increase over 2006 by introducing new programs.
- *Strategy for 2009:* Advocate for an aggregated 100% increase over 2006 by introducing new programs.

1.2 Implementation --- Ensure the favorable implementation of relevant provisions in Education Sciences Reform Act (ESRA) and No Child Left behind Act (NCLB)

- *Strategy for 2007*: Focus on contractual and grants issues at the US Department of Ed for selected programs (Comp Centers, RELs, R&D Centers, indirect cost rates) based upon Board and sector group concerns.
- *Strategy for 2008*: Evaluate and modify 2007 focus based as appropriate
- *Strategy for 2009*: same as 2008

1.3 Reauthorization --- Advance major new knowledge utilization positions in the reauthorizations of the Elementary and Secondary Education Act (ESEA), Higher Education Act (HEA), and Education Sciences Reform Act (ESRA).

- *Strategy for 2007*: Prepare specific positions for ESEA and secure Congressional sponsors; prepare specific positions for HEA. Research potential modifications for ESRA.
- *Strategy for 2008*: Prepare ESRA proposal; Make adjustments to ESEA position as appropriate; market both proposals to Presidential campaigns and members seeking re-election; reach out to the US ED for support.
- *Strategy for 2009*: same as 2008 depending upon status of each.

## **2. Leadership: Build a national consensus for a bold new vision for knowledge utilization as a central organizing concept in education reform.**

2.1 Policy Research and Development --- Create an ongoing process for generating and sharing new policies, ideas, visions for knowledge utilization

- *Strategy for 2007*: Continue to policy forums. Convene a working group inside and outside of NEKIA membership for generating ideas.
- *Strategy for 2008*: Convene a major conference and supporting infrastructure
- *Strategy for 2009*: Evaluate and modify the conference initiative as appropriate.

2.2 Branding --- Create and market a new dynamic image for the knowledge industry and NEKIA emphasizing leadership, innovation and improvement.

- *Strategy for 2007*: Research and test changes for names, tag lines, mission, principles, logo
- *Strategy for 2008*: Roll out changes in the media through coordinated campaign
- *Strategy for 2009*: Focus on establishing identity with the new Administration and 111<sup>th</sup> Congress.

2.3 Communications --- Raise national awareness about knowledge utilization, NEKIA, and its members.

- *Strategy for 2007*: Continue to convene policy forums. Plan for major conference. Research, develop, test new techniques for raising visibility in the media, through the internet, in print.

- *Strategy for 2008*: Implement a comprehensive strategy in coordination with branding process including the major conference.
- *Strategy for 2009*: Evaluate and modify techniques as needed.

2.4 Strategic Alliances — Significantly expand collaborative relationships within and outside of the education policy community nationwide

- *Strategy for 2007*: Continue to nurture relationships with key education organizations in DC. Seek tangible involvement in the major conference and policy forums.
- *Strategy for 2008*: Secure partners and sponsors for the conference
- *Strategy for 2009*: Evaluate and modify course as appropriate

### **3. Capacity: Significantly expand and strengthen NEKIA’s capacity to carry out its three-year plan**

3.1 Operations — Improve cost effectiveness, efficiency, and customer service in daily office operations using state of the art web based innovations.

- *Strategy for 2007*: Focus on streamlining accounting, bookkeeping, digital storage processes using online innovations. Conduct customer service survey of members to refine services.
- *Strategy for 2008*: Build a quasi virtual office capacity with on line innovations and consultant experts
- *Strategy for 2009*: Evaluate and modify as necessary

3.2 Governance --- Implement innovative governance approaches to oversee NEKIA’s work emphasizing timeliness, agility, and quality.

- *Strategy for 2007*: Research alternative governance models for Board and Executive Committee activity. Including dues and membership structures. Research changes to by-laws for NEKIA and the Center for Knowledge Use.
- *Strategy for 2008*: Implement changes in coordination with other roll out activities
- *Strategy for 2009*: Evaluate and modify as appropriate

3.3 Membership Development --- Double NEKIA’s membership in three years

- *Strategy for 2007*: Continue to aggressively reach out to potential new members on target list. Test new marketing techniques including email and web advertising
- *Strategy for 2008*: Roll out new membership dimensions in line with other activities
- *Strategy for 2009*: Continue strategy.

3.4 Member Participation --- Enable greater participation of and collaboration among NEKIA members

- *Strategy for 2007*: Focus on Board meetings and retreats; test online techniques
- *Strategy for 2008*: Evaluate and modify efforts as needed
- *Strategy for 2009*: Evaluate and modify efforts as needed

3.5 Business Development --- Double revenues and diversify revenue streams  
(2/3-1/3 ratio dues to other) in three years

- *Strategy for 2007*: Focus on expanding dues revenues membership base. Research other sources including sponsorships, philanthropic grants, new membership services
- *Strategy for 2008*: Focus on generating revenues from new sources. Evaluate and modify as needed
- *Strategy for 2009*: Evaluate and modify as needed

**To: Board of Directors**  
**From: Jim and John**  
**Subject: FY 2007 Budget Performance**  
**Date: October 16, 2007**

For FY 07, as of now, we are forecasting a near break even without having to tap into our reserves in Knowledge Alliance's "rainy day" fund or our Center for Knowledge Use account as originally budgeted. The significant variances in our budget forecast are:

- Significantly higher revenues in membership dues due to three new members
- Lower staffing costs due to delayed hiring of the Policy Director (Kate)
- Lower costs for our transformation initiative due to cost savings in the name change and logo design process and delay in moving forward with a major new initiative.

## Knowledge Alliance FY2007 (through 10/15/07)

	Total		Year End Forecast
	YTD (10/15)	2007 Budget	
<b>Income</b>			
Ctr for Knowl Use - Transf. Initiative Spshrships/Grants		50,000.00	
Ctr for Knowl Use - Management Fee	0.00	25,000.00	
Ctr for Knowl Use- Transf. Initiative Supp. for Dev.		50,000.00	
Members- Annual Dues	559,500.00	492,000.00	559,500.00
Members- Expense Reimb	34,008.00	36,000.00	60,000.00
Others - Interest Income	7,762.16	4,000.00	8,000.00
Others - Miscellaneous Income	8,267.00		8,267.00
Others - Rental Income	4,616.32	4,666.00	4,616.32
<b>Total Income</b>	<b>\$ 614,153.48</b>	<b>\$ 661,666.00</b>	<b>\$640,383.32</b>
<b>Expenses</b>			
Advertising & Promo Materials	4,875.00	2,000.00	7,875.00
Bank Charges & Fees	171.06	450.00	200.00
Computers - Internet Fees	2,042.78	3,500.00	2,500.00
Computers - Service & Repairs	550.00	3,000.00	1,000.00
Computers - Website Maint	380.35	300.00	500.00
Consultants	31,378.05	42,000.00	42,000.00
Dues & Subscriptions	6,211.64	9,500.00	9,500.00
Entertainment & Meals	868.77	3,000.00	2,000.00
Equipment Leases	881.04	1,700.00	1,000.00
Gifts & Awards	243.38	800.00	700.00
Insurance - Business	927.00	1,000.00	927.00
Insurance - D & O	1,700.00	1,800.00	1,700.00
Insurance - Health	29,587.00	31,000.00	32,391.00
Insurance - Work Comp	1,496.00	1,600.00	1,496.00
Interest Expense	98.04	100.00	100.00
Late Fees & Finance Charges	367.64		367.64
Lobbying Fees	3,463.44	8,000.00	5,000.00
Meetings -Board of Directors	7,001.49	13,000.00	10,000.00
Meetings -Other Meetings	30,778.06	30,000.00	32,278.06
Miscellaneous	35.41	500.00	35.41
Office Supplies & Expenses	1,502.05	2,000.00	2,000.00
Payroll - Salaries	229,964.62	312,920.00	282,213.66
Payroll - Taxes	15,502.70	22,500.00	20,260.00
Pension Contributions	9,740.90	8,400.00	12,123.34
Postage & Delivery	351.56	1,500.00	600.00
Printing & Copying	431.82	1,000.00	600.00
Professional Development		1,500.00	1,000.00
Professional Fee - Accounting	17,160.09	16,000.00	17,160.09
Professional Fee - Bookkeeping	2,636.27	4,000.00	3,600.00
Professional Fee - Legal	7,286.51	1,000.00	25,000.00
Professional Fee - Other	500.00		500.00

	<b>YTD (10/15)</b>	<b>2007 Budget</b>	<b>Year End Forecast</b>
Professional Fee - Payroll Service	1,244.68	1,600.00	1,600.00
Professional Fee - Pension Admin	1,712.00	1,850.00	1,950.00
R&M - Maintenance Contract	300.00	2,500.00	300.00
Relocation	2,906.60		7,300.00
Rent	40,370.14	44,237.00	44,870.00
Storage Expense	846.95	1,200.00	1,000.00
Taxes & Licenses	7,864.00	5,000.00	7,864.00
Telephone, Fax & Cellular	6,543.37	8,500.00	8,500.00
Transformation Initiative	21,194.91	75,000.00	30,000.00
Travel - Local	731.81	1,000.00	1,000.00
Travel - Long Distance	7,203.81	10,000.00	9,000.00
Utilities		700.00	
<b>Total Expenses</b>	<b>\$ 499,050.94</b>	<b>\$ 675,657.00</b>	<b>\$630,011.20</b>
<b>Net Operating Income</b>	<b>\$ 115,102.54</b>	<b>-\$ 13,991.00</b>	<b>\$10,372.12</b>

# **Proposals for 2008**

- **Work Plan**
- **Budget**
- **By-Laws Amendments**
- **Installment fee policy**
- **Restraint of Trade policy**

**To: Board of Directors**  
**From: Jim Kohlmoos for the Executive Committee**  
**Subject: Proposed 2008 Work Plan**  
**Date: October 10, 2007**

In FY 2007 the Board approved a three-year work plan for moving the organization more aggressively forward in pursuit of a new vision of the knowledge domain in education. We think we set a smart and aggressive path a year ago. As we approach FY 2008, we suggest maintaining the basic goals and objectives and continue with our basic strategies as outlined below.

**Overall Strategy:** Transform Knowledge Alliance over a three year period timed with key political and policy dynamics (new Congressional leadership, a new Administration, reauthorizations). In 2007, focus on preparing and testing new policy, organizational and collaborative dimensions. In 2008 launch a major multi-media and multi-dimensional roll out. In 2009 focus on refinements and continued implementation of the new scheme. By 2010 we will have fulfilled our vision.

**1. Advocacy: Dramatically expand federal support for knowledge utilization industry in line with a dynamic new vision for R&D in education**

1.1 Appropriations— Double federal investments in designated knowledge utilization programs by 2009.

- *Strategy for 2007:* Advocate for an aggregated 33% increase over 2006 in current programs.
- ***Strategy for 2008: Advocate for an aggregated 66% increase over 2006 by introducing new programs.***
- *Strategy for 2009:* Advocate for an aggregated 100% increase over 2006 by introducing new programs.

1.2 Implementation --- Ensure the favorable implementation of relevant provisions in Education Sciences Reform Act (ESRA) and No Child Left behind Act (NCLB)

- *Strategy for 2007:* Focus on contractual and grants issues at the US Dept of Ed for selected programs (Comp Centers, RELs, R&D Centers, indirect cost rates) based upon Board and sector group concerns.
- ***Strategy for 2008: Evaluate and modify 2007 focus based as appropriate***
- *Strategy for 2009:* same as 2008

1.3 Reauthorization --- Advance major new knowledge utilization positions in the reauthorizations of the Elementary and Secondary Education Act (ESEA), Higher Education Act (HEA), and Education Sciences Reform Act (ESRA).

- *Strategy for 2007:* Prepare specific positions for ESEA and secure Congressional sponsors; prepare specific positions for HEA. Research potential modifications for ESRA.

- **Strategy for 2008: Prepare ESRA proposal; Make adjustments to ESEA position as appropriate; market both proposals to Presidential campaigns and members seeking re-election; reach out to the US ED for support.**
- *Strategy for 2009:* same as 2008 depending upon status of each.

**2. Leadership: Build a national consensus for a bold new vision for knowledge utilization as a central organizing concept in education reform.**

2.1 Policy Research and Development --- Create an ongoing process for generating and sharing new policies, ideas, visions for knowledge utilization

- *Strategy for 2007:* Continue to convene policy forums. Convene a working group inside and outside of Knowledge Alliance membership for generating ideas.
- **Strategy for 2008: Begin planning for a major Big Ideas conference and supporting infrastructure. Test ideas during the executive retreat, policy forums and members conference**
- *Strategy for 2009:* Convene the Big Ideas conference and initiate other components.

2.2 Branding --- Create and market a new dynamic image for the knowledge industry and Knowledge Alliance emphasizing leadership, innovation and improvement.

- *Strategy for 2007:* Research and test changes for names, tag lines, mission, principles, logo
- **Strategy for 2008: Roll out our brand in the media through an on-going media/marketing campaign**
- *Strategy for 2009:* Focus on establishing identity with the new Administration and 111<sup>th</sup> Congress.

2.3 Communications --- Raise national awareness about knowledge utilization, Knowledge Alliance and its members.

- *Strategy for 2007:* Continue to convene policy forums. Plan for major conference. Research, develop, test new techniques for raising visibility in the media, through the internet, in print.
- **Strategy for 2008: Implement a comprehensive strategy in coordination with branding process including the planning for a major conference.**
- *Strategy for 2009:* Adjust as appropriate.

2.4 Strategic Alliances — Significantly expand collaborative relationships within and outside of the education policy community nationwide

- *Strategy for 2007:* Continue to nurture relationships with key education organizations in DC. Seek tangible involvement in the major conference and policy forums.
- **Strategy for 2008: Secure partners and sponsors for the conference**
- *Strategy for 2009:* Evaluate and modify course as appropriate

### 3. Capacity: Significantly expand and strengthen Knowledge Alliance capacity to carry out its three-year plan

3.1 Operations — Improve cost effectiveness, efficiency, and customer service in daily office operations using state of the art web based innovations.

- *Strategy for 2007:* Focus on streamlining accounting, bookkeeping, digital storage processes using online innovations. Conduct customer service survey of members to refine services.
- ***Strategy for 2008:* Continue to build a quasi virtual office capacity with on line innovations and consultant experts**
- *Strategy for 2009:* Evaluate and modify as necessary

3.2 Governance --- Implement innovative go vernance approaches to oversee Knowledge Alliance’s work emphasizing timeliness, agility, and quality.

- *Strategy for 2007:* Research alternative governance models for Board and Executive Committee activity, including dues and membership structures. Research changes to by-laws for Knowledge Alliance and the Center for Knowledge Use.
- ***Strategy for 2008:* Implement changes in coordination with other roll out activities**
- *Strategy for 2009:* Evaluate and modify as appropriate

3.3 Membership Development --- Double Knowledge Alliance’s membership in three years

- *Strategy for 2007:* Continue to aggressively reach out to potential new members on target list. Test new marketing techniques including email and web advertising
- ***Strategy for 2008:* Revise comprehensive strategy from three years ago and set new targets and new membership dimensions in line with other activities**
- *Strategy for 2009:* Continue strategy.

3.4 Member Participation --- Enable greater participation of and collaboration among Knowledge Alliance members

- *Strategy for 2007:* Focus on Board meetings and retreats; test online techniques
- ***Strategy for 2008:* Evaluate and modify efforts as needed**
- *Strategy for 2009:* Evaluate and modify efforts as needed

3.5 Business Development --- Double revenues and diversify revenue streams (2/3-1/3 ratio dues to other) in three years

- *Strategy for 2007:* Focus on expanding dues revenues membership base. Research other sources including sponsorships, philanthropic grants, new membership services
- ***Strategy for 2008:* Focus on generating revenues from new sources. Evaluate and modify as needed**
- *Strategy for 2009:* Evaluate and modify as needed

**To: Board of Directors**  
**From: Jim Kohlmoos and John Waters for the Executive Committee**  
**Subject: Proposed 2008 Budget**  
**Date: October 10, 2007**

You will find below our proposed budget for FY08. We are proposing a somewhat similar budget to 2007; the items variable for discussion include:

Revenues

- Membership --- We have budgeted on 20 full members and 10 affiliate members the same as our current configuration. We propose maintaining our current fee structure.
- Sponsorship --- We have budgeted \$25K which has already been committed by the Grant Foundation

Costs

- Consultants and lobbying fees --- We plan to continue our relationship with Ellin Nolan plus work with a communications consultant
- Staffing --- We have included a 4% raise for each of our three staffers.
- Transformation Initiative --- We have included a \$25K cost for as yet to be determined number of activities

Not included in our proposal is the Big Ideas Conference and a Members Conference both of which we would seek to operate at a break even pace.

Overall outlook is still somewhat fragile but not as precarious entering this current year. We are still almost exclusively dependent on membership revenues. A slight change in our projections can cause disruption. We do have back up funds in our two “cushion” accounts of nearly \$150K in case we do run into difficulty. But our goal has always been to operate to break even if not add to our reserve.

## Knowledge Alliance PROPOSED FY2008 BUDGET

	FY07 Budget	Year End Forecast	Proposed FY08 Budget
<b>Income</b>			
Ctr for Knowl Use - Transf. Init. Sprrships/Grants	50,000.00		25,000.00
Ctr for Knowl Use - Management Fee	25,000.00		20,000.00
Ctr for Knowl Use- Transf. Initiative Supp. for Dev.	50,000.00		
Members- Annual Dues	492,000.00	559,500.00	570,000.00
Members- Expense Reimb	36,000.00	60,000.00	42,000.00
Others - Interest Income	4,000.00	8,000.00	6,000.00
Others - Miscellaneous Income		8,267.00	
Others - Rental Income	4,666.00	4,616.32	
<b>Total Income</b>	<b>\$ 661,666.00</b>	<b>\$640,383.32</b>	<b>\$663,000.00</b>
<b>Expenses</b>			
Advertising & Promo Materials	2,000.00	7,875.00	10,000.00
Bank Charges & Fees	450.00	200.00	450.00
Computers - Internet Fees	3,500.00	2,500.00	1,200.00
Computers - Service & Repairs	3,000.00	1,000.00	3,000.00
Computers - Website Maint	300.00	500.00	600.00
Consultants	42,000.00	42,000.00	42,000.00
Dues & Subscriptions	9,500.00	9,500.00	10,000.00
Entertainment & Meals	3,000.00	2,000.00	3,000.00
Equipment Leases	1,700.00	1,000.00	1,000.00
Gifts & Awards	800.00	700.00	800.00
Insurance - Business	1,000.00	927.00	1,100.00
Insurance - D & O	1,800.00	1,700.00	1,900.00
Insurance - Health	31,000.00	32,391.00	35,000.00
Insurance - Work Comp	1,600.00	1,496.00	1,700.00
Interest Expense	100.00	100.00	100.00
Late Fees & Finance Charges		367.64	
Lobbying Fees	8,000.00	5,000.00	8,000.00
Meetings -Board of Directors	13,000.00	10,000.00	13,000.00
Meetings -Other Meetings	30,000.00	32,278.06	30,000.00
Miscellaneous	500.00	35.41	500.00
Office Supplies & Expenses	2,000.00	2,000.00	2,000.00
Payroll - Salaries	312,920.00	282,213.66	326,034.00
Payroll - Taxes	22,500.00	20,260.00	23,400.00
Pension Contributions	8,400.00	12,123.34	14,866.43
Postage & Delivery	1,500.00	600.00	1,200.00
Printing & Copying	1,000.00	600.00	1,000.00
Professional Development	1,500.00	1,000.00	1,500.00
Professional Fee - Accounting	16,000.00	17,160.09	18,000.00
Professional Fee - Bookkeeping	4,000.00	3,600.00	4,500.00
Professional Fee - Legal	1,000.00	25,000.00	12,000.00
Professional Fee - Other		500.00	

	<b>FY07 Budget</b>	<b>Year End Forecast</b>	<b>Proposed FY08 Budget</b>
Professional Fee - Payroll Service	1,600.00	1,600.00	1,800.00
Professional Fee - Pension Admin	1,850.00	1,950.00	2,040.00
R&M - Maintenance Contract	2,500.00	300.00	500.00
Relocation		7,300.00	
Rent	44,237.00	44,870.00	36,480.00
Storage Expense	1,200.00	1,000.00	1,200.00
Taxes & Licenses	5,000.00	7,864.00	8,000.00
Telephone, Fax & Cellular	8,500.00	8,500.00	8,500.00
Transformation Initiative	75,000.00	30,000.00	25,000.00
Travel - Local	1,000.00	1,000.00	1,000.00
Travel - Long Distance	10,000.00	9,000.00	10,000.00
Utilities	700.00		
<b>Total Expenses</b>	<b>\$ 675,657.00</b>	<b>\$630,011.20</b>	<b>\$662,370.43</b>
<b>Net Operating Income</b>	<b>-\$ 13,991.00</b>	<b>\$10,372.12</b>	<b>\$629.57</b>

**To: Board of Directors**  
**From: Jim Kohlmoos for the Executive Committee**  
**Subject: 2008 Governance and Operating Proposals**  
**Date: October 15, 2007**

**Proposed Chair-elect (Chair for FY 2009)**

The Executive Committee nominates Doris Redfield and recommends Board approval.

**FY 2008 Executive Committee** (Note: this does not require Board approval)

At large members selected by the FY 08 chair, Max McConkey

- Steve Fleischman
- Denise Borders
- Tom Barlow
- Wes Hoover

Regular members:

- Max McConkey (in-coming chair)
- Joan Herman (past chair)
- Doris Redfield (chair-elect)---if elected
- Jim Kohlmoos

**Proposed Affiliate Members**

Each year affiliate members must be approved by the Board. We propose the following organizations for affiliate memberships for 2008:

Center for Equity and Excellence in Education, George Washington University  
Center for Research in Human Development and Education, Temple University  
The Collaborative for Teaching and Learning, Louisville, KY  
College of Continuing Education, University of Oklahoma  
The Education Alliance, Brown University  
Metro Center for Urban Education, New York University  
National Clearinghouse for Education Facilities  
The Reading Recovery Council of North America  
SERRC Juneau, AK  
WGBH Public Television  
Wireless Generation

**Proposed amendment to the Knowledge Alliance By-laws**

A review of the bylaws by legal counsel during the name change process identified the need to amend the document. As currently written, the President of the association is identified as the Secretary/Treasurer, an arrangement which does not comply with District of Columbia law.

The Executive Committee proposes that the bylaws be amended to identify the Chair-Elect as the Secretary/Treasurer.

**Proposed Policy for fee for installment payment plan**

The Executive Committee proposes the addition of a processing surcharge of \$250/installment for members who pay their dues on the quarterly installment plan.

**To: Board of Directors**  
**From: Jim Kohlmoos**  
**Subject: Proposed Restraint of Trade policy and guidelines**  
**Date: October 16, 2007**

*In early August I had received an email inquiry from one of our members concerning the application of the antitrust laws to Knowledge Alliance's activities, and in particular, to certain discussions that may have occurred at (or before or after) recent meetings of a sector group. After consulting with the Executive Committee, we contracted with Gordie Lang of Nixon Peabody LLP to review the specific situation and develop guidelines for future conduct. Gordie had one discussion with our Executive Committee, interviewed three members (including me) and reviewed key issues with us. Our counsel concluded that Knowledge Alliance had not violated antitrust laws in its conduct of those recent meetings. He further agreed that establishing antitrust guidelines for future association meetings would be advisable. You will find below a brief summary of the anti trust laws in question, a proposed policy statement, and proposed guidelines for the future.*

*At our meeting, the Board will decide whether or not to ratify the proposed policy and guidelines*

### **Federal Antitrust Laws** **(Summary provided by Gordie Lang)**

Federal antitrust laws prohibit agreements among competitors that could deter competition. Some agreements among competitors are deemed automatically illegal because their deterrence to competition is presumed. Others are evaluated under the rule of reason and are illegal only if competitive harm can be proven.

Perhaps the federal antitrust laws' most important prohibitions are agreements among competitors fixing prices, or allocating customers or territories. Such agreements are illegal *per se* (automatic), and subject individuals and corporations violating them to criminal and civil liability. Criminal liability may include fines and imprisonment for individuals, and fines for corporations. Further, civil antitrust violators are potentially liable for treble damages, injunctive relief, attorney's fees, and other sanctions. Unlawful criminal and civil agreements may be inferred from conduct. For example, one competitor's statement to another competitor at a trade association meeting of its intention to raise its price, followed by the two competitors each raising their prices, may be sufficient to establish an unlawful price-fixing agreement.

The federal antitrust laws do exempt from antitrust scrutiny most acts of petitioning government, regardless of the parties' intent or the competitive harm that the government action they are seeking could cause. Thus, competitors may agree, through their trade association or otherwise, to lobby Congress or other legislative bodies, participate in administrative adjudication or litigation (so long as the claims they assert are not objectively baseless), or to engage in publicity campaigns associated with petitioning. But the petitioning government exemption (sometimes called the "Noerr-

Pennington” exemption) does not apply, according to the federal courts in the District of Columbia and some others, to government commercial activities.

Most states and the District of Columbia have their own antitrust laws. Those state antitrust laws typically mimic the federal laws in most respects, but there can be significant differences.

## **Proposed Antitrust Guidelines**

*Here is a proposed list of Antitrust Guidelines for Knowledge Alliance which we drafted with the help of Gordie Lang. We’ve drafted them with the idea that it is important to not only avoid Knowledge Alliance’s participation in unlawful agreements, but to avoid conduct from which such agreements may be inferred.*

### **Knowledge Alliance May --**

- Lobby Congress or other legislative bodies on behalf of its members.
- Lobby ED (or other federal agencies) on behalf of its members to adopt, amend, or rescind regulations.
- Participate in judicial or administrative litigation, to the extent its claims are not objectively baseless.
- Conduct publicity campaigns associated with petitioning — such as broadcasting radio spots or publishing print advertisements requesting citizens to write Congress in support of legislation.
- Inform its members of upcoming RFPs, programs, or grants; explain to its members the terms in RFPs; ask ED (or other federal agencies) questions and report the responses to its members.

### **Knowledge Alliance Should Not -**

- Participate in or facilitate agreements or communications about a) actual or potential prices, terms, or conditions of sale for upcoming or pending contracts, bids, or awards; b) which members will seek to bid or obtain particular contracts, projects, or awards; or c) other pending or future matters on which members may compete.
- Participate in or facilitate communications about actual or potential prices, terms, conditions of sale, or government administration or requests concerning already awarded contracts or grants. (Notwithstanding this prohibition, Knowledge Alliance may facilitate and participate in communications about the administration of existing contracts solely for the purpose of engaging in, or determining whether to engage in, one of

the acts of petitioning government described above. But the communications would have to be limited, and in some instances, data from one member may have to be screened from others. This is an area where guidance from counsel in advance in each circumstance may be advisable).

### **Suggestions for Knowledge Alliance Antitrust Compliance**

- Have a written antitrust compliance policy, and explicitly refer to it before all meetings (including sector meetings.)
- If communications at a meeting occur which could violate the Should Not Do's above, or about which any Member may have concerns, the chair or Knowledge Alliance staffer should request that participants cease the communications, and if they refuse, terminate the meeting.
- There is no antitrust distinction between participation in formal meetings and less formal communications, so informal discussions between or among meeting participants before or after formal meetings are subject to the same guidelines of conduct.
- There is an important distinction between protected petitioning of government and non-protected conduct. For example, while lobbying Congress to enact legislation requiring reimbursement for Cost X would be protected, an agreement among members to include such costs would be unlawful.
- Knowledge Alliance should confer with antitrust counsel about any antitrust issues of concern or with questions about conduct.

### **Proposed Knowledge Alliance Antitrust Policy**

Knowledge Alliance is committed to its compliance with all applicable antitrust laws. To that end, Knowledge Alliance adopts the following operating practices:

- Knowledge Alliance will not participate in or facilitate agreements or communications about a) actual or potential prices, terms, or conditions of sale for upcoming or pending contracts, bids, or awards; b) which members will seek to bid or obtain particular contracts, projects, or awards; or c) other pending or future matters on which members may compete.
- Knowledge Alliance will not participate in or facilitate communications about prices, terms, conditions of sale, or government administration or requests concerning already awarded contracts or grants; provided that, Knowledge Alliance may facilitate and participate in appropriately limited

communications about the administration of existing contracts solely for the purpose of engaging in, or determining whether to engage in, one of the acts of petitioning government described above.

- Knowledge Alliance will consult with legal counsel on antitrust issues or questions raised by Knowledge Alliance or its members concerning the application of the antitrust laws to Knowledge Alliance's actual or potential activities.
- Knowledge Alliance additionally will encourage any member who has concerns about whether any actual or potential conduct violates the antitrust laws to consult with that member's antitrust counsel.

# **The Big Ideas Initiative**

**To: Board of Directors**  
**From: Jim Kohlmoos**  
**Subject: Proposed Big Ideas Initiative**  
**Date: October 15, 2007**

On Wednesday morning of the Board meeting we will discuss and decide upon a plan for a Big Ideas Initiative spanning the next two years. To get the conversation started, we have provided below one option for moving forward on the plan. Prior to the meeting please read the ideas below as well as the notes from Aspen and Chaminade and a proposal from Bobbi Kurshan of Curriki. We look forward to a robust and decisive discussion.

### **Background**

You will recall that the impetus for this initiative began to emerge from our discussions about the future at our Aspen retreat in 2006. In our three-year work plan passed in November of 2006 we envisioned a strategy of combining our re-branding and marketing efforts with policy forums and conferences related to repositioning R&D in the future. In designing the retreat in Chaminade this past summer, our planning team viewed the retreat as a potential building block for a larger initiative in the future. Indeed there was much enthusiasm at the retreat for not only continuing these types of intimate “executive” gatherings, but also for expanding the reach to more staff in our member organizations and to a broader public.

At its meeting in August the Executive Committee reviewed the ideas from Aspen and Chaminade and developed the basic parameters for a plan

### **Overall Concept**

Explore innovations in other sectors that have led to significant (even radical) change and how to apply lessons learned to U.S. education. Connect this exploration to our core ideas about the future positioning of R&D in education, new and different ways to create and apply knowledge in educational reform.

### **Convenings**

- **Retreat, (Aug 4-6, 2008)** --- Similar to the last two years, we would conduct a two day retreat on the innovations concept involving two to three outside discussants.
- **Bi-Annual Members Conference (Nov 13-14, 2008)** --- We would resurrect the members conference from the early years of NEKIA involving delegations of 4-6 staff members from Knowledge Alliance member organizations. As a post-election gathering, the conference would examine the prospects for educational innovation and knowledge use policy in the new Administration as well as innovations within our membership.
- **Big Ideas Conference (Summer 2009)** --- Fashioned after the Aspen Institute’s Ideas Festival and the Renaissance Weekend, we would invite 150-200 leading thinkers and innovators in education to a three-day gathering on our overall concept.

## **Technologies**

- **Blog and/or wiki** – In late 2008 we would launch a new blog and/or wiki to support and promote the 2009 conference and build off of ideas from the 2008 members conference.
- **New web site**— By mid 2008 we would re-design our web site to better reflect our own innovative inclinations beyond its current policy emphasis.

## **Financing**

We would cover the cost of the retreat and members conference through participation fees. The Big Ideas Conference and the web site re-design and blog/wiki would require significant outside support from sponsors. In moving forward with these efforts, we would need to anticipate a significant investment of staff and members time in securing sponsors.

## **Planning**

We would convene a two year task force of our board members to further develop the concepts and design appropriate formats and activities for each convening. We would also need to assemble a SWAT-type team for pursuing sponsorships and participants.

## **Related Policy Forums**

- **With Partners**—We still plan to conduct one to three forums in 2008 in Washington focusing on the use of evidence. Note that this is already underway but plans have been delayed.
- **Knowledge Alliance only** – We should also consider conducting one forum using Knowledge Alliance members only in the summer or fall of 2008. We could plan the forum around one of the Hill Days dates.

## **Next Steps**

- Consider and decide basic plan (convenings, dates, core concept) October, 2007
- Form planning task force and swat team, November 2007
- Begin retreat planning, December, 2007
- Develop and finalize specific plan (concepts, topics, location, budget, logistics), February, 2008
- Begin to recruit sponsors, February 2008
- Begin Members Conference planning, February 2008
- Begin Big Ideas Conference planning, April 2008

**“Leading Edge Change for the Future:  
Open Source and the Wiki World”  
Chaminade Retreat  
July 9-11, 2007**

**RAW NOTES FROM FINAL DAY DISCUSSION**

Group 1 (Ludy’s Group)

- Think big, act big (as one)
- Shape the discussion/reframe--focus on outcomes of schooling
- Utilize open source, peering, etc as vehicles
- Develop task force/concept paper and create delegation to obtain funding (with clear objectives, key activities, timelines and benchmarks)
- Diversify Knowledge Alliance membership--proactively identify and recruit new members
- Create cachet by: being a player, hosting events/press conferences (topics? national standards, 21<sup>st</sup> century skills)
- Build partnerships with groups such as Project for 21<sup>st</sup> C. Learning, NAS, CCSSO, ECS and also explore opportunities with non-traditional groups such as Second Life, MySpace, other social networking groups/platforms
- Use peering and open source as innovation
- Create a Knowledge Alliance wiki for peering and building our capacity

Group 2 (Carol’s Group)

- KA members work together
- Get own staff involved in open source (research arm of Curriki; screening/Q&A function)--provides own staff professional development
- Identify open source simulations that would engage students (convene best minds, co-create/distribute)
- Convene Big Ideas conference--perhaps as invitational retreat--and engage in business model discussion, roles, innovation within open source environment. Attendees could be policymakers as well as others. Perhaps design as revenue generator and charge a fee
- Each agency (KA member) pick a product/issue to open source on KA wiki, thereby brining staff into collaborative space. Possibilities could include design issues around RCTs, CC’s working with districts, etc.

#### Group 3 (Kyle's Group)

- In an open source way, create a new set of outcomes and assessments for education in the U.S.
- Develop extensive communications strategy
- Develop concrete examples of interventions that support the new outcomes & disseminate through the Big Ideas conference
- Host Big Ideas conference around equity and quality in open source
- Translate complex messages about the future for policymakers
- Expand KA membership to include universities and innovators
- Develop strategic partnerships with organization from which we can learn

#### Group 4 (Laura's Group)

- Goal is to be KNOWLEDGE LEADER
- Influence policy to ensure greater equity, excellence, quality to achieve desired outcomes
- Identification of desired outcomes & basic design principles that will help achieve those outcomes (equity, access, effectiveness of delivery)
- As the KA community, use open source to accomplish the above
- Need to collaboratively leverage each others' expertise
- A measure of success would be policymakers coming to us to develop policy

### **FULL GROUP DEBRIEFING DISCUSSION (GENERAL THEMES)**

- Need new/different collaborations
- How is our role changing
- 2 perspectives: 1. KA and brand loyalty/value added; 2. Partnerships
- Bringing best and brightest together
- Cast question in terms of results for schooling--what matters?
- We shape discussion
- How to use data for this purpose?
- Policy implications--we shape, via a strategic approach, geared to next reauthorization
- Open source community organization around next reauthorization
- Best Ideas Conference: Commit time to drafting what would be presented to someone who would write a big check
- Create powerful design principles--quality role for KA

- Leverage social networks
- Service business model--not different from current situation
- Equity--who's in the community
- Influence the drivers of change
- Bringing organizations together for collective project: Scaling up? Refining? Evaluating? Other?
- Taking on something bigger than the above--venture capital for KA?
- Have next reauthorization react to us--KA as KNOWLEDGE leader in education

### **FULL GROUP DEBRIEFING DISCUSSION (ADVICE)**

- Don't forget the difference between public good and governance
- Be deliberate about how we explore open source as an assn: "making money" approach is the wrong way to think about this. What is the value to us?
- Do something immediately
- Give thought to who are partners are and what connections could be developed with other groups
- Diversify membership--touch more of the groups that also care about education (business community writ large, e.g. Chamber of Commerce)
- KA need to think about the purpose of schooling
- Keep thread of where we've been and where we're going--continually thinking about it and the future
- Act more like digital natives--learn more about what we don't know
- Pay attention to balance in our organizations (familiar faces & new blood)
- There is an absence of young voices in these discussions about the future--think about what the digital natives would say
- Make use of younger staff
- Remember it's about function, not the "cool factor"
- Smart people with supportive communities win
- Work to put our supportive communities together

# **“Using Knowledge for a Change”**

## **Aspen Retreat July 10-12, 2006**

### **JULY 12<sup>TH</sup> NOTES**

#### **STANDARDS DISCUSSION**

##### Group 1

- Acquisition: Knowledge is acquired through the use of rigorous research and evaluation methods in concert with existing theory and professional judgment.
- Use: Socially mediated; process-complex; contextualized; requires monitoring and assistance/support; evaluation an interactive loop; not a simple but a complex process; creation—translation—application.
- Way to emphasize D in R&D
- Knowledge-based solutions are disseminated and applied to solve important and enduring education problems
- Edgy: not problem solving; focus on knowledge and its use, critical issues

#### **INSIGHTS**

- Focus on D in R&D
- Mapping: implications of its use in our agencies, “end of cyberspace”, kids’ activity
- Ongoing rich—poor issues; many gaps everywhere
- Solving problems v. solving dilemmas (edu-dilemmas; first, deciding whether dealing with dilemma or problem)
- Society seems to want simplicity
- Gaming—[www.games2train.com](http://www.games2train.com)
- problem solving and even dilemma management no longer taught in schools
- Games are fun, when schools aren’t
- Federal resources for education R&D issue: education of future needs something different for the VUCA world; establishing story and sticking with it
- ‘Re-scripting Life’
- Parents’ role in bottom up reform: charters, consumers, providers, controllers
- Issues: funding, governance, results
- NEKIA: how to describe a different way of doing education—use of knowledge
- Educating the public: what is—what could be—a compelling narrative (national security, 21<sup>st</sup> century [ours? China’s?], America great because of its creativity, what’s next?)

- NEKIA's image stagnant: new name? make it forward looking
- Creating next generation of schooling for America—using American ingenuity
- NEKIA remains part of the problem as long as we remain compliance oriented
- Time to break out; be creative; imagine a better future; take a leadership role
- Ten new words for NEKIA's future: Bold, Play (joy, fun), Leadership, Edgy, new (markets, relationships, world, coalition, partnerships), Billion, Development (in R&D), Dilemma (mgmt), Vision

## Group 2

### INSIGHTS

- Be bold with the vision
- Describe our work in ways people can understand
- Customize
- Make connection between knowledge and solutions
- Development as Design
- Players on map change—implications for partnerships
- Problem-solving v. Dilemma re: senior managers
- NEKIA helps get lots of \$\$ and members compete for pieces
- Building scale while maintaining competition
- Bring different players to the advocacy—allies who will speak for us
- DEVELOPMENT!!
- Innovation is exciting (R&D by another name)
- FUN! Should be a column on NEKIA's map
- Zero-sum game: where are the \$\$? (foundations, Dept. of Ed., other agencies?)
- Presidential Commission—give candidates talking points (unions on board—keep informed)
- Tie future of children to national security (20% tail—low achievement—boys)
- Tipping point is here
- Look outside our own field & own country for insights
- Innovation v. intervention

### NEXT STEPS

- Build some success stories that illustrate the vision
- Build some atypical partnerships
- Get clear about the vision
- NEKIA's job is to build the pie—make sure activities connect to this
- Identify big, major themes with evidence
- Messaging strategies
- Get key research data—pull out key points for stories

## **SUMMARY**

- FUN=PLAY (health, well-being, learning)
- Open position-skills in synch
- Position ourselves for advocacy
- Create design teams from our members
- Boldness—edgy
- Future orientation
- Create new markets
- New relationships
- Positive, passion, vision for future
- Dilemma—cooperation v. competition

### Group 3

## **INSIGHTS**

- Simulation is pedagogy of the future
- Problem solving—world of dilemmas (leadership implications)
- Demand for knowledge; social knowledge networking—common;
- Language & culture of sharing not bold enough (role of scenarios; mindset of scarcity; vision; not willing to make stuff up; abstract; not bold in concreteness; not able to conceive of; think too small; pious tone; public relations; get funding agent “on”
- Incorporating sales of product don’t solve deep rooted, complex problems
- Turning science into entrepreneurial business
- Focus on Development (development now on small scale)
- Need to deliver as well as design

## **NEKIA APPLICATIONS**

- What’s bold enough? NCLB too limiting
- Next generation of American education—vision around building capacity of American schoolchildren in global environment
- Future hot-spots/levers not bound by current lens
- NEKIA vision of learning—more help in creating vision, sell vision
- Who isn’t involved should get involved in process (parents, universities)
- Evangelists in other fields (e.g. Steve Jobs); other countries bold moves (New Zealand); youth Gen Z
- NEKIA has seeds of forward thinking
- Embrace people who we aren’t enthusiastic about engaging (Chris Whittle) who need us
- Re-examine relationships
- Process to create vision: step toward philanthropy, create implications/scenarios, engage futurists, disparate people, GBN
- Leader/broker of moving toward \$\$-Richard Riley
- Strategy conversations with key people—Valerie Woodruff (DE)
- Bold standards/principles are part of process

- Reframe NEKIA members' capacity in new terms
- Visioning process builds info about knowledge needed to respond to various futures—include how we move people to different place

### **NEKIA FOLLOW-UP**

- Annual event
- Formalize on-going commitment to “working” it
- Think of NEKIA as food chain
- Keep up the “scan”

### **FULL GROUP DEBRIEFING DISCUSSION (positive and negative feedback, and advice/suggestions)**

- Retreat Objectives Achieved—big picture experience
- To avoid Monday morning phenomenon—follow up on vision, push ourselves more
- Crafting a vision—invigorating
- Retreat was thoughtful, engaging—could warrant a return to Aspen
- Minimize the reality of the business side
- Collective will was expressed
- Applications not just to NEKIA, but to own organizations
- Background/context is necessary
- Lisa's Petrides as “bookend” was valuable in framing discussion
- NEKIA should double its budget
- Planning committee did a good job
- Useful professional development experience
- Value of new voices at table
- Keep this work moving forward
- Boldness of conversation
- Striking balance between bold & mundane
- Event was a true CEO retreat
- Perhaps could have been longer
- Having provocative voices in education address the group
- Continuation of discussion about NEKIA's future
- Listening to critical voices
- Need to sustain initiative
- Must be thinking beyond school improvement
- Must have follow-through
- Tuesday morning's facilitation could have been better
- Appropriate amount of complexity
- Recognition of constraints of Federal funding
- Reach out to those unable to attend
- Opportunity to connect with other players
- Lisa's anecdote about WD-40
- EDGYCATION

**Proposal to Knowledge Alliance  
Submitted by Curriki  
Barbara Kurshan  
October 2007**

Curriki, after discussions with Knowledge Alliance, would like to propose we jointly consider pursuing the following collaborative projects.

- Convene a high level meeting/retreat on open source, research on open source curricula in education and the impact of social networking on teaching and learning

**Building and Envisioning an Open Source Movement**

- Convene a bi-annual meeting of educators, publishers, developers, business leaders, and policy makers.
  - Allow representatives from open source projects to share their experiences and best-practices.
  - Establish work-groups made up of representatives from all stakeholder groups to author a series of position papers (before and after the meetings) to be used to effect education policy and business practice.
  - Share the findings of the meeting and work groups on Curriki and with the open source education community.
  - Jointly identify potential funders for the meeting
- Partner on a research project to examine the effectiveness of open source curricula on learning and the process for creating open source curricula

Develop and implement a series of pilots to test the impact of open source content on student achievement and teacher engagement.

Curriki would like to implement with Knowledge Alliance members a series of pilots in classrooms around the US and globally to explore the impact of open source curricula (OSC) on teaching and learning. The research would explore how OSC engages teachers, impacts traditional classroom instruction and changes the instructional design process.

- Encourage participation in the Curriki community and to make repository contributions to Curriki through Knowledge Alliance members

This project would develop a program for training member organizations to use Curriki and to encourage projects to incorporate the use of Curriki into their research and content development. Research projects would explore ways to include the open source content model and Curriki platform in proposals submitted for funding.

# Policy Discussion

**To: Board of Directors**  
**From: Jim Kohlmoos**  
**Subject: Policy Positioning**  
**Date: 10/17/07**

As you have probably read in our weekly KNOWLEDGE-able Source newsletter, over the past several months the policy environment on Capitol Hill has been very dynamic and politically complex. So far we have been able to navigate the terrain reasonably well and have been able to actively promote our priorities for both the reauthorization of the Elementary and Secondary Education Act and the appropriations for FY 2008 education funding. But we think the time is ripe to assess our current positioning and think ahead to the next 12-14 months of election year politics. Thus, during our meeting on Wednesday morning we will discuss our policy positioning.

To help stir the conversation we have provided below summary documents of our current reauthorization and appropriations positions. Please take a look at these documents prior to the meeting.



*Knowledge Alliance's FY 2008 Appropriations Recommendations*

Knowledge Alliance (formerly NEKIA) urges Congress to support increased federal investments in research-based programs that help states and districts respond to the rapidly increasing needs of low performing schools. The need has never been greater or more urgent to expand the federally supported school improvement infrastructure and deliver researched-based solutions to schools with the greatest needs to improve. According to the Department of Education:

- The number of schools in need of improvement will increase significantly in the next several years.
- Rising numbers of schools identified for improvement will place even more pressure on the limited resources currently available for school improvement.
- There will be growing demand for more comprehensive improvement measures required under corrective action and restructuring.

**Increase funding for the research and development and knowledge use programs:**

- Comprehensive Centers -- *Request:* \$66.8 million (\$10.5 million increase)
- Regional Education Laboratories -- *Request:* \$75.5 million (\$10 million increase)
- Research, Development, and Dissemination -- *Request:* \$182 million (\$20 million increase)
- National Research and Development Centers *Request:* \$26 million, as required
- Title I School Improvement Grants -- *Request:* \$500 million (\$374 million increase)

**Continue support for the following programs in the President's budget request.**

- Teacher Quality State Grants
- 21st Century Learning Centers
- Math Science Partnership
- Reading First
- Special Education Research
- Statewide Data Systems
- Striving Readers
- Title I formula grants

**Reinstate the following programs proposed for elimination in the President's budget**

- Comprehensive School Reform
- Even Start
- Parental Information Resource Centers
- Technology State Grants
- Smaller Learning Communities
- State Grants for Innovative Programs

*The Alliance's mission is to advance the development and use of research-based knowledge to improve schools and help all students achieve. Our members are committed to creating new and better approaches to research-based knowledge to support education programs and policies at all levels of education.*

Kate Bannan [bannan@knowledgeall.net](mailto:bannan@knowledgeall.net) Jim Kohlmoos [Jim@knowledgeall.net](mailto:Jim@knowledgeall.net)  
John Waters [waters@knowledgeall.net](mailto:waters@knowledgeall.net)



**What's Next? A New Knowledge Era for School Improvement**  
Recommendations for the Reauthorization of the Elementary and Secondary Education Act

**Challenges**

- Weak policy and programmatic links between the federal research enterprise and federal school improvement efforts
- Insufficient support for development and innovation of tools, services, and products for school improvement
- Inadequate capacity to meet the rapidly escalating demand for research-based solutions in school improvement
- Differing definitions for scientifically based research and confusion over how to implement them

**1. Focus priority attention and resources on school improvement and capacity building**

**Guiding Principle:** Establish as a guiding principle of the statute capacity building at the federal, state and local levels for urgently needed school improvement support in terms of expertise, research-based knowledge and funding.

**Title:** In order to reflect the importance of school improvement and capacity building, we recommend that the title of the statute reflect this emphasis: for example, "Building America's Capacity for Excellence for All Children Act."

**2. Launch a national initiative to establish strong, workable connections between research and school improvement efforts**

**National Office:** Establish an Office of Research to Policy and Practice in the Secretary's office of the US Department of Education to coordinate the use of research-based knowledge in all ESEA programs and policies

**Intergovernmental, Public- Private Initiative:** Launch a national school improvement initiative focusing on the effective use of scientifically valid research that includes: a nation-wide network of public-private partnerships, an interagency task force, and Biennial Report to Congress

**Knowledge Use Partnership Fund for School Improvement:** Support local and state efforts to build capacity for effective using research-based knowledge

**3. Create a rigorous, rapid-response innovation capacity for school improvement**

**R&D Innovation Fund:** Create a \$200 million fund to support the rapid development of innovative curricular and instructional solutions that use the best available empirical evidence.

**Knowledge Use Funding:** Double the authorized funding levels for research and development programs including the Research, Development & Dissemination fund, Regional Educational Laboratories, Comprehensive Centers, School Improvement funds.

**4. Adopt a rigorous, relevant, useable definition for applying scientifically valid research in school improvement**

**Consistent definition:** Use the definition for “scientifically valid research” in Education Sciences Reform Act as the underlying definition in ESEA.

**Evaluate implementation:** Evaluate the implementation of the definition through a third-party review conducted by the National Research Council.

**Guidance:** Require the Department to provide specific guidance for using the best available empirical evidence for specific projects or interventions.

**Focus on use:** Include a definition for the “effective use of research-based knowledge” in the statute in support of scientifically valid research.

**For more information contact:**

Kate Bannan [bannan@knowledgeall.net](mailto:bannan@knowledgeall.net)

Jim Kohlmoos [Jim@knowledgeall.net](mailto:Jim@knowledgeall.net)

John Waters [waters@knowledgeall.net](mailto:waters@knowledgeall.net)

<http://www.knowledgeall.net>

# **REFERENCE MATERIALS**

**(SENT UNDER SEPARATE COVER)**

- **Mission, Vision, Principles**
- **Board of Directors**
- **Members**
- **2007 Calendar**
- **2008 Calendar**
- **By-laws and Policy Statements**