

National Education Knowledge Industry Association



2007 Board of Directors Spring Meeting

April 9, 2007



Learning Point Associates
20 N. Wacker Drive, Suite 1231
Chicago, IL 60606
(800) 252-0283

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Reference Materials (Sent under separate cover)	
▪ Education Sciences Reform Act (ESRA)	
▪ NEKIA positions in 2002 during ESRA reauthorization	
▪ 2007 Board Handbook (Board of Directors, Membership list, 2007 Calendar, By-laws and Policy Statements)	

National Education Knowledge Industry Association

1718 Connecticut Avenue, NW Suite 700
Washington, DC 20009
(202) 518-0847

April 3, 2007

Dear Members of the Board of Directors,

We look forward to seeing all of you at our spring meeting in Chicago on April 9, hosted by Learning Point Associates. We anticipate a stimulating and productive gathering as we move forward with our ambitious plans for this year and beyond.

As you will see on the following pages, we have put together a full agenda for our time together. While we will spend some time assessing the progress made thus far on our 2007 work plan and budget, we have two major decision points to address: 1) the re-branding and re-positioning of the trade association and 2) the development of policy positions for the Education Sciences Reform Act reauthorization. We aim to take decisive action on each of these. Interesting times and interesting agenda items, to be sure!

As always, we look forward to being “at the table” with all of you, breaking bread, raising a glass, and working together on an agenda that promises to advance our common cause for the years ahead.

Until then,

Joan Herman
2007 Co-chair

Carol Thomas
2007 Co-chair

Jim Kohlmoos
President

Participants

Participant	Organization	Address	City/State/ Zip	E-Mail
Doris Redfield	Edvantia	Post Office Box 1348	Charleston, WV 25325	doris.redfield@edvantia.org
Laura Lefkowitz	Mid-continent Research for Education and Learning	4601 DTC Blvd., Suite 500	Denver, CO 80237	llefkowi@mcrel.org
Paul Kimmelman	Learning Point Associates	1120 East Diehl Road, Suite 200	Naperville, IL 60563	Paul.Kimmelman@learningpt.org
Tom Barlow	Pacific Resources for Education and Learning	900 Fort Street Mall, Suite 1300	Honolulu, HI 96813	barlowt@prel.org
Wesley A. Hoover	SEDL	211 E. Seventh St.	Austin, TX 78701-3281	whoover@sedl.org
Ludwig van Broekhuizen	SERVE	Post Office Box 5367	Greensboro, NC 27435	lvbroekh@serve.org
Chris Dwyer	RMC Research Corporation	1000 Market Street	Portsmouth, NH 03801- 3358	cdwyer@rmcres.com
Max McConkey	WestEd	622 N. Country Club Rd., Ste. E	Tucson, AZ 85716	max@wested.org
Carol Thomas (Co-Chair)	Northwest Regional Educational Laboratory	101 SW Main Street, Suite 500	Portland, OR 97204	thomasc@nwrel.org
Nancy Ames	Education Development Center, Inc.	55 Chapel Street	Newton, MA 02458-1060	names@edc.org
Denise Borders	AED	1825 Connecticut Avenue, NW	Washington, DC 20009	dborders@aed.org
Steve Fleischman	AIR	1000 Thomas Jefferson Street, NW	Washington, DC 20007	sfleischman@air.org
Mark Elgart	AdvancEd	1866 Southern Lane	Decatur, GA 30033	melgart@sacscasi.org
Marilynn Kulieke	AdvancEd	1699 E. Woodfield Road, Suite 406	Schaumburg, IL 60173	mkulieke@nsse.org
Peggy Siegel	AdvancEd	One Massachusetts Ave., NW; Suite 700	Washington, DC 20001	psiegel@advanc-ed.org
Kate Bannan	NEKIA	1718 Connecticut Avenue, NW, Suite 700	Washington, DC 20009	bannan@neki.org
James W. Kohlmoos (President)	NEKIA	1718 Connecticut Avenue, NW, Suite 700	Washington, DC 20009	kohlmoos@neki.org
John Waters	NEKIA	1718 Connecticut Avenue, NW, Suite 700	Washington, DC 20009	waters@neki.org

Board Meeting Agenda

To: Board of Directors
From: Jim Kohlmoos
Subject: Board Meeting Agenda on April 9th

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

Goals

1. **2007 Progress:** Assess the progress so far in implementing this year's work plan and budget
2. **Branding:** Make decisions on new name and related re-branding activities.
3. **Policy:** Develop positions for the Education Sciences Reform Act reauthorization
4. **Advocacy:** Examine the policy environment, positions, and upcoming advocacy activities.
5. **Share:** Share members' recent organizational developments and activities

April 8

Location: Brasserie Jo 59 W. Hubbard Street, Chicago, IL (312) 595-0104

6:30- 9:00 pm Members Dinner

(Board members, affiliate members, special guests)

RSVP to John Waters at waters@neki.org

April 9

Location: Learning Point Associates 20 N. Wacker Drive, Suite 1231
Chicago, IL (800) 252-0283

CONFERENCE ROOM A

8:00-9:30 Executive Committee Meeting
(Carol, Joan, Max, Doris, Denise, Steve, Jim, John)

9:30- 10:00 Board Meeting, Opening

- Introductions (see page 3)
- Minutes --- decision (see pages 9-10)
- Progress Report, 2007 Work Plan --- review (see pages 12-16)
- Progress Report, 2007 Budget --- review (see pages 17-18)

10:00-10:45 Advocacy and Policy

- Political/Policy environment --- discussion
- FY 2008 Appropriations (see page 60) --- review
- ESEA Reauthorization (see pages 61-64) --- review
- ESRA Reauthorization (see below) --- discussion/decision
- Restricted Indirect Cost Rate (see pages 65-66) --- review
- Sector Groups (Labs, R&D Centers, Comp Centers)

10:45-11:00 Break

11:00- 12:30 Re-branding with Lipman Hearne consultants (see pages 20-50)

- Plans for moving forward ---- discussion and decision

12:30- 1:00 Lunch and Break

1:00 -3:30 Reauthorization of ESRA, “Straw man” Recommendations (see pages 52-58)

- Guiding Principles --- discussion
- Key Concerns, discussion and decision
- Key Policy Positions --- discussion and decision
- Implementation-related issues --- discussion

3:30-4:00 On the Horizon and Next Steps

- Membership (see pages 68-73) --- review
- Center for Knowledge Use (see pages 74-78) --- review
- Retreat and Conference Plans (see pages 79-80) --- discussion
- Communicators Institute Plans (see pages 81-82) --- review
- Policy Forums --- discussion
- Office Space --- review

Minutes

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

**By Conference Call
March 19, 2007**

The following Board members or their representatives were present on the call: Nancy Ames, Denise Borders, Chris Dwyer, Steve Fleischman, Joan Herman, Paul Kimmelman, Jim Kohlmoos, Joe Levine, Max McConkey, Kyle Peck, and Carol Thomas.

Staff Present: Kate Bannan and John Waters

Also participating: Mike Hoehn and Gery Ivanova of Raffa, P.C.; Rodney Ferguson of Lipman Hearne

Presentation of FY2006 Audit

Carol Thomas opened the meeting at 3:05 p.m. and briefly reviewed the agenda. Mike Hoehn and Gery Ivanova of Raffa, P.C., NEKIA's auditors, reviewed the draft audit documents for FY2006, including the audited financial statements, the statement on accounting standards, and the management letter, highlighting Raffa's recommendations. Max McConkey moved to accept and approve the audit documents; Nancy Ames seconded. The motion passed unanimously.

Introduction of New Member and New Policy Director

Carol and Jim Kohlmoos welcomed Joe Levine, the board representative for Teachers College at Columbia University, the most recent addition to NEKIA's membership. Joe introduced himself to the group. Jim also introduced Kate Bannan, NEKIA's new Policy Director.

Approval of Minutes

Max moved to approve the February 7, 2007 board meeting minutes; Steve Fleischman seconded. The motion passed unanimously.

Branding

Rodney Ferguson, of Lipman Hearne, reviewed the status of the branding process and the deliberations of the branding task force, highlighting the research on NEKIA's background. Carol and Max, as members of the task force, also described the process, which involved sorting through many criteria to determine a possible new name for the association. Rodney presented the selection of "Knowledge Alliance" as the task force's

recommendation, which the board will consider and discuss in detail during the April board meeting. Rodney noted that the development of a new tagline to accompany the name was ongoing, and would be part of the April discussions. Rodney and Jim emphasized the confidential nature of the process and proposed name, and noted that the next steps would be trademark and URL acquisition.

NEKIA Updates

- **Appropriations:** Jim and Kate Bannan reviewed the status of 2007 appropriations, noting that NEKIA has sent letters to the appropriations committee chairs.
- **ESEA Reauthorization:** NEKIA is also circulating its reauthorization proposal to Hill staff, who are busy holding hearings on many aspects of the reauthorization.
- **Hill Days:** Kate briefed the board on NEKIA's plans for the upcoming Hill Days, March 21st and 22nd.
- **Restricted Indirect Cost Rate:** Jim informed the board that NEKIA is continuing its discussions with legal counsel on this issue.
- **Membership Status:** Jim briefed the board on the plan to send a letter to the R&D Center directors regarding the creation of an alliance membership for the group within NEKIA.
- **April Board Meeting and July Retreat:** John Waters briefed the board on the logistics for these upcoming events. Registration information for the July retreat will be sent to the board at the end of the month.
- **Center for Knowledge Use:** Jim and John informed the board that NEKIA has consulted with legal counsel about the joint management and operation of the 501c3 and 501c6, and expects to receive recommendations on a course of action for the board to consider at the April meeting.
- **Communicators Meeting:** Jim reminded the board of the meeting, set for June 13th and 14th. Registration information will be sent to the membership within the coming weeks.
- **Testimony:** Jim informed the board that NEKIA's request to testify before the House appropriations subcommittee on March 28th has been accepted. Steve Fleischman, of AIR, will present testimony on behalf of the association.

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

Progress Reports

2007 Work Plan
2007 Budget

To: Board of Directors
From: Jim Kohlmoos
Subject: Progress report, 2007 Work plan
Date: 4/2/07

As we have done the last two years, we present to you the following progress 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

	February	April	July Nov
1.0 Advocacy			
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.	
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.	
1.3 Reauthorizations	3 --- We are close to be 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	
2.0 Leadership			
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 Academies, American Association of Publishers, Institute for the Study of Knowledge Management in Education regarding knowledge use policy.	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 Association and the American Publishers Association. Also talks continue with the KnowledgeWorks Foundation.	
2.2 Branding	3 --- We have contract ed 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.	
2.3 Communications	2 --- We have been successful in reaching out to trade publications	2 plus --- Reasonably good coverage in trade	

2.4 Strategic Alliances	<p>regarding our work. Still need to set up a more innovative and systematic approach to communications.</p> <p>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</p>	<p>press with three new quotes plus a new article in the School Improvement Industry Weekly.</p> <p>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</p>
3.0 Capacity		
3.1 Operations	<p>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</p>	<p>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.</p>
3.2 Governance	<p>2--- Only slight progress on getting legal advice on the NEKIA Center for Knowledge Use (our companion 501c3 organization). The board approved an alliance membership concept but we have yet to activate research in new dues and membership options</p>	<p>2 --- For the Center for Knowledge Use we have engaged legal advice and now have a plan for moving forward. We likely need to change bylaws for NEKIA and the CfK in the next quarter.</p>
3.3 Membership Development	<p>2--- We have focused on recruitment through the alliance membership concept but have not activated our overall recruitment strategy for 2007.</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>
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>
3.5 Business Development	0	0

*****FOR YOUR REFERENCE***
APPROVED 2007 WORK PLAN**

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 both the Education Sciences Reform Act (ESRA) and the No Child Left Behind Act (NCLB)

- *Strategy for 2007:* Focus on contractual and grants issues at the US Department of Education 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, 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), the Higher Education Act (HEA), and the 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 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 111th 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, and 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 bylaws 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 Kohlmoos and John Waters
Subject: Progress report, 2007 Budget
Date: 4/2/07

2007 Budget, Progress Report

NEKIA

FY 2007 Budget vs. Year-to-Date Actuals (through March 15th)

	YtD Actual	Total YtD Budget	2007 Budget
Income			
Ctr for Knowl Use - Transf. Initiative Spshrships/Grants			50,000.00
Ctr for Knowl Use - Management Fee			25,000.00
Ctr for Knowl Use- Transf. Initiative Supp. for Dev.			50,000.00
Members - Annual Dues	411,500.00	385,500.00	492,000.00
Members - Expense Reimb	1,884.00	2,000.00	36,000.00
Others - Interest Income	2,252.53	1,200.00	4,000.00
Others - Miscellaneous Income	8,267.00		
Others - Rental Income	4,616.32	4,666.00	4,666.00
Total Income	\$ 428,519.85	\$ 393,366.00	\$ 661,666.00
Expenses			
Advertising & Promo Materials	4,875.00	2,000.00	2,000.00
Bank Charges & Fees	71.06	115.00	450.00
Computers - Internet Fees	801.07	900.00	3,500.00
Computers - Service & Repairs	100.00	800.00	3,000.00
Computers - Website Maint	79.80	80.00	300.00
Consultants	10,879.86	11,000.00	42,000.00
Dues & Subscriptions	1,748.00	1,800.00	9,500.00
Entertainment & Meals	221.07	750.00	3,000.00
Equipment Leases	373.75	450.00	1,700.00
Gifts & Awards	243.38	200.00	800.00
Insurance - Business			1,000.00
Insurance - D & O			1,800.00
Insurance - Health	8,960.00	10,373.00	31,000.00
Insurance - Work Comp			1,600.00
Interest Expense			100.00
Late Fees & Finance Charges	162.38		
Lobbying Fees	1,200.00	2,000.00	8,000.00
Meetings -Board of Directors	4,907.53	3,250.00	13,000.00
Meetings -Other Meetings	2,060.74	7,500.00	30,000.00
Miscellaneous	117.00	125.00	500.00
Office Supplies & Expenses	552.54	500.00	2,000.00
Payroll - Salaries	60,155.24	91,266.00	312,920.00
Payroll - Taxes	5,272.26	6,562.50	22,500.00

	YtD Actual	YtD Budget	2007 Budget
Pension Contributions	2,048.30	2,450.00	8,400.00
Postage & Delivery	109.85	375.00	1,500.00
Printing & Copying	48.05	250.00	1,000.00
Professional Development		375.00	1,500.00
Professional Fee - Accounting	17,373.67	16,000.00	16,000.00
Professional Fee - Bookkeeping	1,398.02	1,300.00	4,000.00
Professional Fee – Legal	5,044.08	1,000.00	1,000.00
Professional Fee – Other	500.00		
Professional Fee - Payroll Service	440.48	470.00	1,600.00
Professional Fee - Pension Admin	640.00	616.00	1,850.00
R&M - Maintenance Contract	300.00	625.00	2,500.00
Rent	19,047.64	20,237.00	44,237.00
Storage Expense	398.52	600.00	1,200.00
Taxes & Licenses			5,000.00
Telephone, Fax & Cellular	3,425.20	2,850.00	8,500.00
Transformation Initiative			75,000.00
Travel - Local	55.00	250.00	1,000.00
Travel - Long Distance	2,009.15	2,500.00	10,000.00
Utilities		700.00	700.00
Total Expenses	\$ 155,618.64	\$ 190,269.50	\$ 675,657.00
Net Operating Income	\$ 272,901.21	\$ 203,096.50	-\$ 13,991.00

Re-branding

Plans for moving forward ---- discussion and decision

To: NEKIA Board of Directors
From: Jim Kohlmoos
Subject: Re-branding
Date: April 3

On the following pages you will find the reports on branding that we commissioned earlier this year with our consultants, Rodney Ferguson and Patrick Riccards from Lipman Hearn. There is much food for thought and action in this report. We ask that you take a good look at it before our meeting. Rodney and Patrick will be at the meeting to review their findings and ideas.

My recommendations to the Board for moving forward are as follows:

- Agree on the name change to Knowledge Alliance
- Get feedback about tag line, mission and principles refinements, but leave final decisions to the Branding Task Force
- Decide on the timing for initiating the roll out in phases (three options will be presented)
- Decide on when and if a web site overhaul should be done
- Begin development of the conference plan after retreat

This is an important step for our collective cause and I look forward to the presentation and discussion during the meeting.

MEMORANDUM

DATE: April 2, 2007

TO: National Education Knowledge Industry Association

FROM: Rodney Ferguson, Lipman Hearne
Patrick Riccards, Lipman Hearne

RE: Proposed Organizational Names and taglines for NEKIA

Through our research with National Education Knowledge Industry Association (NEKIA) members, we have learned a great deal about the organization, its members' view of the organization and its position, and NEKIA's aspirations over the next five years. Following our research and one-on-one discussions with the Task Force, we have strong agreement on a new name for NEKIA – Knowledge Alliance.

Audiences We Are Trying to Reach

In our discussions with NEKIA members, it became clear that we need to articulate those specific audiences that NEKIA is seeking to reach. It is important to note that NEKIA members are very clear in their thinking delineating NEKIA responsibilities and NEKIA members organization responsibilities. This thinking comes across most clearly in identifying stakeholders. While practitioners are a primary audience for NEKIA members, they are not a group that members want or expect NEKIA to be communicating with.

As we work to reposition NEKIA, our priority stakeholder organizations include:

1. NEKIA members
2. Federal funders and federal policymakers
3. Organizations who could be potential members
4. Education associations working with educational research issues

Words That Resonate

In speaking with NEKIA members, there were several key words and phrases that were regularly used, including:

1. Solutions
2. Knowledge
3. Research-based
4. Evidence-based
5. Rigor
6. Relevance
7. Research-to-practice
8. Moving forward

9. Improved outcomes
10. Cutting edge
11. Collaborative
12. Improvement
13. Progress/continuous progress
14. Leadership
15. Knowledge at work
16. Knowledge use and improvement
17. Commitment
18. Principles
19. Utilization
20. Research and development
21. Translation
22. Achievement
23. Success
24. Accelerated
25. Excellent

What Type of Organization

On the whole, the majority of members do not see the organization as an “association.” That is a term associated with bureaucracy and processes. They value NEKIA and its role in bringing together sometime competitor organizations that share similar priorities. The organizational tags that resonate with members include:

1. Society
2. Alliance
3. Coalition
4. Organization
5. Partnership
6. Collaborative
7. Consortium
8. Academy
9. Institute

Of these choices, we believe that ALLIANCE is the strongest descriptor of the NEKIA organization. It resonated most with NEKIA members and it most accurately depicts the type of organization that is in place. For that reason, we have based most of our naming recommendations on the ALLIANCE tag. Obviously, we could substitute other descriptors if needed.

Taglines

Working under the banner of Knowledge Alliance, it is clear we need a strong, descriptive tagline that effectively communicates the work of the Alliance. Again, based on our ongoing discussions with NEKIA and its members, we recommend one of the following:

1. Transforming Knowledge into Successful Schools
2. Transforming Research into Educational Excellence
3. Research for Innovative Solutions in Education
4. Moving Education Research to Effective Practice
5. Applying Research, Improving Schools, Helping Students
6. Improving Education through Effective Schools

We look forward to discussing these recommendations with you at the April 9 board meeting. If you have any questions in the meantime, please let us know.

###

MEMORANDUM

DATE: April 2, 2007

TO: National Education Knowledge Industry Association

FROM: Rodney Ferguson, Lipman Hearne
Patrick Riccards, Lipman Hearne

RE: NEKIA Mission Statement/Guiding Principles Recommendations

As NEKIA unveils a new name and brand, it is important that the organization's public mission and guiding principles match the new look and direction of the organization. While we recognize a great deal of time, effort, and negotiation has gone into the development of the current mission and guiding principles (particularly the guiding principles), we are recommending revisions to both statements. These revisions, while minor, are proposed to better align the organization's identity with its overall strategic goals.

Proposed *Knowledge Alliance* Mission Statement

Knowledge Alliance's mission is to help all students achieve by advancing the development and use of knowledge-based solutions to improve schools.

To achieve this, Knowledge Alliance promotes equity and excellence in all schools, believing such qualities are essential for improving teaching and learning. This is achieved through effective use of research-based knowledge, which is necessary to improve education programs and policies at the federal, regional, state, tribal, and local levels.

Proposed *Knowledge Alliance* Guiding Principles

Knowledge Alliance's mission is guided by eight core principles its member organizations follow:

1. Provide leadership in transforming education to prepare young people for school, work, life, and citizenship in the 21st century. This includes students in traditionally underserved populations.
2. Conduct and apply high-quality research to identify and solve education problems, particularly those that demand new and innovative solutions.
3. Advance research and development as the catalyst of change in education. Policymakers, practitioners, and the general public all benefit from increased understanding of research-based solutions to education problems.

4. Apply industry-accepted standards for research and evaluation methodology, ensuring education research methods are appropriate to the nature and scale of inquiries.
5. Share knowledge with stakeholders in education improvement efforts, connecting communities and individuals interested in knowledge development and use.
6. Assure both scientific rigor and relevance are applied in addressing education problems and developing long-term improvements.
7. Promote the understanding that knowledge development is cumulative and that the frequent review of findings allows us to confirm, build on, and refine what is currently known.
8. Transform research into practice. Through flexibility and adaptivity, we can design effective tools, programs, and service that put knowledge to use.

Knowledge Alliance's Priorities

- Foster Education Knowledge
- Advance Public Policy
- Provide Industry Leadership
- Build Institutional Capacity
- Increase Research and Knowledge Application Opportunities

Public Policy

Knowledge Alliance has a strong government relations program with a distinguished record of success. Knowledge Alliance's effectiveness is built upon the strong relationships our members have with constituencies, stakeholders, and all involved in the learning process. In addition to advocating for top-quality programs and services, Knowledge Alliance recognizes that relationship building is essential to increasing research and knowledge application opportunities.

Knowledge Alliance regularly mobilizes stakeholder support to advocate for greater emphasis on our nation's education knowledge strategy. Knowledge Alliance's public policy program incorporates the full spectrum of advocacy functions, including policy planning, intelligence gathering, tactical positioning, relationship building, and technical assistance.

Knowledge Alliance focuses on our members' priority areas in K-12 education, education research and development, education technology, higher education, special education, and related policy issues. Our primary focus is on the Federal level, advocating our positions with Congress and in Executive agencies, particularly the U.S. Department of Education. Knowledge Alliance will actively advocate for its agenda in the upcoming reauthorizations of the Elementary and Secondary Education Act (or No Child Left Behind) and the Education Science Reform Act.

Knowledge Infrastructure

Knowledge Alliance is spearheading a national initiative to advance a robust, dynamic, and future-focused research and development sector in education. Knowledge Alliance

has worked with leading policy makers, researchers, and practitioners to create a new vision for education knowledge development, transfer, and utilization at the federal, state, tribal, and local levels. In addition to building greater Congressional and Administrative support for research and knowledge utilization, Knowledge Alliance has committed its resources to design a new education knowledge use infrastructure.

Business Development

One of Knowledge Alliance's strongest benefits to members is the organization's role as a catalyst to increase research and knowledge application opportunities. Through its commitment to both public policy and business development, Knowledge Alliance helps its members develop broader interests in strategic areas such as diversifying revenue streams, leveraging programmatic capabilities, exploring additional collaborative relationships, and pursuing new entrepreneurial opportunities. Our members look at Knowledge Alliance as a way to enhance their individual competitiveness in an increasingly more open and dynamic education market environment. Knowledge Alliance remains committed to enhancing competitiveness in the field, and that commitment remains a cornerstone for Knowledge Alliance activities.

Industry Leadership

Knowledge Alliance provides a national voice and structure for the growing education knowledge market. While developing a market niche and creating an industry identity are relatively new additions to our charge, Knowledge Alliance views them as significant to our mission. By representing key players in the education knowledge industry, promoting collaboration within and outside that industry, initiating visibility projects and programs, and supporting public policy, Knowledge Alliance provides true leadership that advances the development of the education knowledge industry as a whole.

Capacity Building

Knowledge Alliance works with its member organizations to build staff and organizational capacities to higher levels of competitiveness in the federal policy and program arena. Each year, Knowledge Alliance convenes annual professional development retreats and programs on a range of relevant topics, including new business models, public policy, public relations, government relations, and the use of technology in education.

Knowledge Alliance also provides individualized policy and strategic development consultations and presentations to its member organizations. Through our online forums and regular policy updates, Knowledge Alliance helps build the overall knowledge base of its members, keeping them fully informed on key developments in education policy issues.

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MEMORANDUM

DATE: April 2, 2007

TO: National Education Knowledge Industry Association

FROM: Rodney Ferguson, Lipman Hearne
Patrick Riccards, Lipman Hearne

RE: New NEKIA Identity Rollout Strategy

As the National Education Knowledge Industry Association (NEKIA) looks to roll out its new organizational name and vision, there are a number of specific action steps that must be considered. Once NEKIA has agreed on a new name and brand and prepares to unveil it, the organization must agree on both the timing and action steps necessary to roll out the organization's new identity.

TIMING

Assuming NEKIA reaches agreement on its new name at the April 9 board meeting, there are three timing options for publicly announcing the group's new name:

Option One: Immediate

Often, an organization wants to quickly announce their change in name. There is generally great internal excitement for the new brand, and members are eager to discuss the change and promote the new direction of the organization. An immediate announcement takes advantage of that energy, reducing the "lame duck" period for the old organization.

The drawback to this approach is organizational preparedness. An immediate announcement makes it difficult to provide a seamless transition, including signage, letterhead, business cards, etc. It also requires significant manpower immediately, to ensure that all key stakeholder audiences and individuals learn of the shift at approximately the same time.

Option Two: Start of the School Year

Many education organizations will look to make significant announcements at the fall, timed to coincide with the start of the school year and a rediscovered interest in education issues from the media and key stakeholders. A fall approach helps NEKIA to take advantage related education news coverage, allowing appropriate media outlets to note the name change in stories related to education research.

There are a couple of downsides to this approach. First, a name change itself is not a news story, and waiting to announce to take advantage of media interest may prove disappointing. Second, with so many education-related announcements unveiled in

September and October each year, there is a chance the NEKIA naming announcement could get lost in the crowd.

Option Three: January 2008

The final option for announcing NEKIA’s new name and brand is the start of the new calendar year. Such a choice allows the organization to start the new year with a new identity, engaging in the full FY2009 budget and appropriations process under its new moniker. It also allows the organization to make all of the necessary changes – including those to logo, letterhead, signage, website, and print materials – before announcing the new name.

The downside to this approach is that there is a significant amount of time between now and then, allowing for the new name to “leak” before the organization was prepared to announce it. Such timing may also cause some NEKIA members to rethink the change entirely.

Timing Recommendation

Based on the above positives and negatives, we recommend that NEKIA plan to enact either Option Two or Option Three, depending on available manpower resources. NEKIA only has once opportunity to roll out its new identity, and it will be important to have all of its materials, messaging, and branding aligned. Ideally, the day the announcement is made, NEKIA would launch a new website reflecting both a new name and the renewed mission and vision.

ROLLOUT ACTION ITEMS

A. Obtain Web Domain Addresses

In advance of the public name change, NEKIA should immediately obtain any web domain addresses they may choose to use for the newly named organization. Some possible names (such as www.knowalliance.org) can be acquired directly through traditional web domain companies. Other names (such as www.knowledgealliance.com or www.knowledgealliance.org) would need to be acquired from the individual or organization that currently owns that name, but is not using it. Hopefully, such acquisitions can be made for a nominal fee.

After NEKIA has purchased all relevant names it may choose to use, it can decide on the primary web domain address it will use for the new organization. All other acquired addresses can then be pointed to that new address.

B. Address Trademark Issues

NEKIA staff will need to clearly document when they start publicly using the new organizational name, in preparation for a filing with the U.S. Patent & Trademark Office. Following approval of the new name, NEKIA should file with the Patent Office an intent to trademark the new name. This will protect it from use by others, and set up NEKIA as

the primary holder of that name. In the future, NEKIA would then want to engage a lawyer to finalize an official trademark application to protect its name, logo, and overall brand.

C. Develop New Logo/Organizational Brand

Following the approval of a new name and tagline, NEKIA should begin developing an official logo for the organization. This would include an icon that would be synonymous with NEKIA as it moves forward. This new organizational brand would be included on all future public materials, and would be part of NEKIA's trademark application.

D. Revise Letterhead/Business Cards/Signage

Armed with a new name and a new logo, NEKIA would need to redesign all of its public materials – such as letterhead, business cards, signage, etc. All materials would reflect the organization's name, tagline, icon, and color palette. NEKIA would want consistency of brand across all of its public materials.

E. Revise Website

Initially, NEKIA will want to change all naming references and logos on its website. This would be done in advance of the public name change. Following that public name change, NEKIA can begin an overhaul of all content on the site. To start, it would just need to remove all references to NEKIA and replace them with the new name.

F. Revise Existing Brochure/Public Information

Similar to the revision to the NEKIA website, the organization will need to revise its existing brochure to reflect the new name and logo. Again, the content can remain until print product revisions are undertaken. But the revised look of the brochure should be ready for dissemination.

G. Prepare Announcement Media Release

NEKIA should prepare a media announcement unveiling the organization's new name and tagline and reminding readers of the organization's mission and principles. The name change should be described as a sign of the continued evolution and maturation of the organization, with the new name and brand reflecting NEKIA's growth and focus on future activities. NEKIA should not expect to get media coverage from this announcement itself; the release is used to ensure that future mention of NEKIA is accurate and that the media remember to think of NEKIA when covering education research or knowledge industry stories.

H. Notify Partners of Name Change

Prior to the public announcement of NEKIA's new name, organizational officials should notify organizations and individuals it has partnered with in the past. For those organizations that link to NEKIA through their website, they will be asked to make the appropriate changes, and will be provided the new organizational logo for inclusion on their site.

I. Publicly Unveil Name Change

Once NEKIA is ready to announce its new name and brand, it should disseminate its media release to:

1. All relevant national and education trade media
2. All NEKIA member organizations
3. Key education organizations, policy organizations, think tanks, and philanthropies
4. Members of Congress and appropriate Congressional committees
5. Officials at the U.S. Department of Education
6. Key thought leaders and influencers in the education community
7. NEKIA's complete contact database

One-on-one media follow-up should occur with Education Week and Education Daily, among others. Lipman Hearne does not believe a media "event" is necessary for the name change.

J. Prepare the Office

On the day of the public announcement, NEKIA will need to make sure that the new website has gone live, all voicemail boxes have been changed, and any public use of the term NEKIA has been revised to reflect the new organizational name. Also, the new icon should be affixed to any signage on the building and/or office.

K. Make Necessary Revisions with Web Search Engines

After the new website has been launched, NEKIA should ensure that all Internet search engines (including Yahoo and Google) have been notified of the change and that the new site has been search engine optimized so interested parties looking for NEKIA will still be able to find the new website.

L. One-on-One Follow-up with Key Hill, Administration Contacts

Following the public announcement, it will be important for NEKIA officials to follow up one-on-one with key contacts on Capitol Hill and at the U.S. Department of Education. These meetings should be instigated because of the name change, but should be used to remind key parties of NEKIA's mission, principles, and plans for the future, particularly with regard to reauthorization. Talking points should be developed that convey NEKIA's new sense of mission.

M. Launch of New Website

Concurrent to the development of new print materials, NEKIA officials should redevelop the organization's website, based in part of Lipman Hearne's recommended web strategy. As the website is NEKIA's primary informational tool, the launch of the new website should be a top priority for this year.

N. Preparation of New Organizational Public Materials

Following the launch of the new name and brand, NEKIA should begin developing a portfolio of new print materials that would be used to educate the public and key audiences. Specific materials are detailed in Lipman Hearne's recommended print materials strategy.

We recognize we are recommending a great number of action steps, but we believe that all of these activities are necessary to successfully launching the organization's new name and identity. Lipman Hearne is eager to assist NEKIA with this launch, and will do whatever is necessary to ensure the success of the public name change.

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MEMORANDUM

DATE: April 2, 2007

TO: National Education Knowledge Industry Association

FROM: Rodney Ferguson, Lipman Hearne
Patrick Riccards, Lipman Hearne

RE: NEKIA Web Site Strategy

As the National Education Knowledge Industry Association (NEKIA) prepares to improve its organizational identity and role in the field of educational knowledge acquisition, its website plays an essential role in the communication of information and promotion of the organization. The unveiling of a new name is likely to drive expanded interest in NEKIA's work, with the first step being the website.

To assist NEKIA with this effort, Lipman Hearne has analyzed the current website, providing specific ideas on how to improve the current site and further align it with the mission and direction of the organization. Our specific recommendations follow.

NEKIA Web SWOT Analysis

Lipman Hearne reviewed all components of the current NEKIA website (www.nekia.org) with a specific emphasis on the publicly available pages. Those pages are NEKIA's gateway, and tell the organization's story to those both familiar and unfamiliar with NEKIA. This review was conducted in tandem with a review of related websites, member organization websites, and education sector sites. From there, we developed an analysis of the NEKIA website's Strengths, Weaknesses, Opportunities, and Threats.

Strengths

- Comprehensive information
- Regularly updated
- Ever-present content menu
- Consistent NEKIA brand on every page
- Pages are "printer friendly"

Weaknesses

- Text heavy
- Information is not prioritized
- Multitude of fonts and colors
- Appears as an "insider" site for those involved with NEKIA
- Does not drive readers to contact NEKIA or get involved

Opportunities

- Utilize site to drive interest in membership
- Utilize site to promote upcoming NEKIA events, member events
- Align site with key programmatic goals, clearly demonstrating what NEKIA is doing in public policy, knowledge infrastructure, business development, industry leadership, and capacity building
- Enhance promotion of NEKIA members and their alliance

Threats

- Audiences unsure who this site is intended for
- Text-heavy home page could turn away readers
- Does not answer the “why NEKIA” question
- Unclear how NEKIA fits in the overall education policy/organization universe

Web Site Enhancement Recommendations

Based on our review of the NEKIA website and other related sites, we recommend a number of improvements and realignments to the NEKIA site. Currently, NEKIA is providing a significant amount of information on its site. Our recommendations are designed to assist NEKIA in:

- Increasing stakeholder audience for education knowledge
- Promoting the organization and its benefits to potential member organizations
- Using the site as a teaching tool for policymakers and key influencers
- Creating a common language, look, and alignment for all NEKIA materials
- Establishing the NEKIA website as its gateway information source, the primary marketing and education tool of the organization

Following are our specific recommendations for enhancing the NEKIA website:

I. NEKIA Web Visual Identity Recommendations

In looking at the visual identity NEKIA has established through its website, Lipman Hearne recommends the following:

A. *Establish a Core Color Palette*

Currently, NEKIA uses a host of colors and fonts on its website. Moving forward, we recommend establishing a clear palate of NEKIA colors (likely tied to a new NEKIA logo). These colors would not only be used on the NEKIA banner at the top of each page, but would be reflected in the navigation buttons, headlines, and other visual depictions.

Similarly, NEKIA should use a consistent font for all text on the website (Garamond is commonly recognized as the strongest font available) and all text should be provided in

black. Gray text should only be used if it is specifically intended to draw distinction to the copy.

B. Establish a NEKIA Logo and Brand

NEKIA needs an iconographic identity that is the anchor for all printed and web information. With the adoption of a new name and tagline, NEKIA needs to develop a logo and icon that similarly represent the mission and vision of the organization. This logo would be populated throughout the site, and would serve as a future identifier for all NEKIA information. This logo would incorporate the organization's core color palate, and would include the organizational name and tagline.

C. Key In On Mission Statement

NEKIA has invested significant time and effort into developing its mission and guiding principles. These guiding principles (in an abridged version) should be the second thing (after the logo) any visitor to the site sees. We want to remind visitors WHY they should be reading the information at this website.

D. Align Menu Buttons With Guiding Principles

As we focus visitors on the NEKIA guiding principles, we should provide them a clear map to information on each of the core areas NEKIA has prioritized. Some current menu items (such as contact us, news, photos, etc.) can be relocated to a top or bottom page menu. We want visitors drawn specifically to the cornerstone of NEKIA's work and its value to its members.

E. Shorten Page Length

Research shows the majority of individuals only read the information found in the first screen shot's worth of text. That being the case, NEKIA should shorten much of the content on the site, highlighting key information and driving visitors to contact the organization for additional information. In some cases, we may want to explore the creation of submenus in key menu categories (see below in navigation recommendations).

II. NEKIA Web Navigation Recommendations

In looking at the web navigation of the NEKIA website, Lipman Hearne recommends the following:

A. Improve Information Organization

As we recommended above, the main NEKIA information menu (currently on the left side of the page) should align with NEKIA's core activities -- public policy, knowledge infrastructure, business development, industry leadership, and capacity building. Also included in that main menu should be an ABOUT US button, OUR MEMBERS button, and new JOIN NEKIA and UPCOMING EVENTS buttons (see below in web content).

Additional information, such as NEWS, CONTACT US, and a proposed PHOTOS, should be included as buttons along the top or the bottom of the page. Visitors are used to looking in those locations for such information, and it will provide a cleaner organization, by not providing a core menu of a dozen buttons.

B. Submenus

NEKIA should consider establishing some submenus in its core menu list. This will allow the organization to continue to provide a broad range of information and data, but to offer it in manageable bites. For instance, the OUR MEMBERS page, could become a MEMBERSHIP page, with sublists for “OUR MEMBERSHIP,” “VALUE OF MEMBERSHIP,” “HOW TO BECOME A MEMBER,” etc.

C. Tag Website to NEKIA

Currently, the website is identified as “Home” in its Internet tagging. This means that when the site is open in the browser or is saved to a Favorites list, it is not initially tagged as NEKIA. It is simply tagged as Home. Coding changes should be made to ensure it is always tagged with the organizational name.

D. Page-to-Page Navigation

Currently, the NEKIA site uses a wide variety of page fades and one moves from subpage to subpage (changing text left to right, right to left, emanating from center, etc.). We recommend a common transition between pages, so that viewers are not distracted from the content of the site.

E. Use of Java

As a visitor navigates between pages, he gets continues messages that Java is needed to view the applet. For the non-web-savvy, such warnings can cause individuals to leave sites, not knowing if they have Java or not. If the NEKIA site is redesigned, it should be coded to a level where the average browser will support it without such notifications or warnings.

III. NEKIA Web Content Recommendations

In looking at the web content of the NEKIA website, Lipman Hearne recommends the following:

A. Member Recruitment

In our review, one key piece of content that is missing is member recruitment. In addition to providing needed information, this website should serve as a marketing tool for the organization. As such, it should promote the good works of the organization, and make clear to visitors that their organization should be a member.

In addition to providing the list of member organizations, we recommend providing specific content on: 1) benefits of NEKIA membership; 2) levels of NEKIA membership (full or associate); and 3) how one becomes a NEKIA member.

B. Promotion of Events

The other key area not currently explored on NEKIA's website is conferences and events. Recognizing that NEKIA events are a future priority for the organization, we recommend a KNOWLEDGE EVENTS section that focuses on two areas. The first would be NEKIA-sponsored or organized events, providing a forward-looking calendar and backward-looking summaries of NEKIA events. The second would be a compilation of key conferences and events around the country, unrelated to NEKIA, that would be of interest to members and those involved in the education knowledge industry.

C. Shorter Content on All Pages

As we noted earlier, we recommend that NEKIA shorten the amount of text and data found on each individual site page. Ideally, page content should be no longer than a traditional screen shot. Where additional information is needed, every effort should be taken to create subpages to break up the text. The exceptions to this would be pages with lists of information, such as NEKIA members, press releases, etc. Remember, less is more. NEKIA's website should provide enough information to update its members, attract potential members, and educate key audiences. The ultimate goal of a website is to drive visitors to contact the organization itself. We want to learn who is relying on NEKIA for education knowledge information.

D. Catalog of Weekly Summaries

NEKIA does an impressive job of regularly updating its members through thought-provoking weekly summaries. We recommend a broader dissemination of these summaries. This can be accomplished through a subscriber-based distribution list and an online catalog of past summaries on the website.

E. Align Content with Principles

As noted above, all core content should make reference to NEKIA's core principles and should be aligned and written based on those principles. This will enable visitors to more quickly recognize and accept the primary activities of NEKIA and see how they are contributing to knowledge acquisition and education improvement.

F. Make Print Products Available Online

As NEKIA develops a portfolio of print products (brochures, white papers, etc.) it should make all materials available for download on the site as PDFs. This will reduce overall printing costs for such products, while establishing the NEKIA site as a central repository for knowledge industry information.

G. Expansion of Press Room

Press or media rooms are an important component for many websites. Not only do they direct media to the right information, but they are also used by non-media to more easily find the information they seek as well. We recommend expanding the current NEWS portion of the site to include information such as: 1) press releases; 2) links to news articles; 3) bios of NEKIA staff and board; and key contact information.

Conclusion

Overall, we believe that NEKIA has an incredible amount of information on its website, thus providing a real service to the industry as a whole. Once NEKIA has chosen its new name and identity, the first step will be selecting a domain name that matches that new brand. We are prepared to assist you in this effort. Additionally, as the organization continues to mature and expand, there are a series of cosmetic and content revisions it can pursue to better deliver that information and increase usage and interest in it. Lipman Hearne is prepared to assist you in this effort, particularly with the development of a NEKIA logo and the development of revised and new content.

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MEMORANDUM

DATE: April 2, 2007

TO: National Education Knowledge Industry Association

FROM: Rodney Ferguson, Lipman Hearne
Patrick Riccards, Lipman Hearne

RE: NEKIA Print Materials Strategy

As the National Education Knowledge Industry Association (NEKIA) prepares to improve its organizational identity and role in the field of educational knowledge acquisition, it needs to develop a portfolio of strong print products designed to supplement and contribute to its primary website. While the web is an essential communications vehicle, many in the education space continue to depend on print products and main sources of information.

To assist NEKIA with this effort, Lipman Hearne has analyzed NEKIA's current print materials, providing specific ideas on how to improve these documents and further align them with the organization's vision and its current website. Our specific recommendations follow.

NEKIA Print Product SWOT Analysis

Lipman Hearne reviewed NEKIA's full portfolio of print products. These documents serve as NEKIA's leave-behind following meetings and events, and tell the organization's story to those both familiar and unfamiliar with the organization. This review was conducted in tandem with a review of similar print products from other education research organizations. From there, we developed an analysis of the NEKIA website's Strengths, Weaknesses, Opportunities, and Threats.

Strengths

- Content rich
- Common graphical look
- Printer friendly (both in color and black-and-white)
- Consistent with website content

Weaknesses

- Text heavy
- No graphical elements
- Lengthy
- Limited portfolio of documents

Opportunities

- Relative blank slate for product development
- Core content is already available and agreed to
- Ability to align all print materials with website
- Ability to design all print products for primary distribution through website as PDFs

Threats

- Limited audience appeal
- Need to complement member publications without being duplicative
- Need to keep print product messages/content closely aligned with website
- Increased print portfolio could result in increased demand and increased costs

Print Product Improvement Recommendations

Based on our review of NEKIA's current portfolio of print products, as well as the wealth of printed materials currently in the education research space, we recommend a number of improvements and new products NEKIA should explore. Currently, NEKIA is communicating primarily through its website. We do not intend to change that. But we do recommend some specific modifications to existing print product and a targeted portfolio of new products to supplement the NEKIA's information reach and provide rich content for the website itself. Our recommendations are designed to assist NEKIA in:

1. Increasing stakeholder audience for education knowledge
2. Promoting the organization and its benefits to potential member organizations
3. Drive policymakers and key influencers to the NEKIA website for additional information
4. Creating a common language, look, and alignment for all NEKIA print and electronic materials
5. Supplement the NEKIA website with a strong portfolio of meaningful, targeted print materials

Following are our specific recommendations for enhancing the NEKIA print product portfolio:

I. NEKIA Print Materials Visual Identity Recommendations

In looking at the visual identity of NEKIA print products, Lipman Hearne recommends the following:

A. *Establish a Core Color Palate*

Just as we recommended with its website, should establish a clear palate of NEKIA colors (likely tied to a new NEKIA logo). These colors would be used on all print collateral, ensuring a common look and feel across print and Internet products.

B. *Establish a Style Guide*

NEKIA should establish a style guide, which would identify the fonts NEKIA uses in its products, how its logo is used, and how the organization's name and tagline is referenced in all key materials. This would ensure that all print products follow the same style guidelines, and that external audiences and NEKIA member organizations correctly use the NEKIA logo and identity in any third-party materials.

C. *Establish a NEKIA Logo and Brand*

Again, like the website, all NEKIA print products should share a common iconographic identity that is the anchor for all distributed information. This logo would be populated across all communications platforms, and would serve as a future identifier for all NEKIA information. This logo would incorporate the organization's core color palate, and would include the organizational name and tagline.

D. *Use NEKIA Logo as a Core Design Element, But Not the Primary Focus*

Ultimately, each NEKIA print product should share a similar look, so stakeholders know they are from the same family. But each product needs to have some distinction, preferably a eye-grabbing title or title graphic. Currently, NEKIA uses its logo as the anchor for its current print product. We recommend scaling back the size and placement of the logo. It would still be prominent on the cover of all print products, but would be secondary to the identifier for the specific product. This will reduce instances of audiences thinking they have already reviewed a specific product.

E. *Enhance Graphical Elements*

Currently, NEKIA's print products are almost exclusively text-driven. As part of the development of a NEKIA style guide, the organization explore a goal that one-quarter to one-third of each page of a print document provide some graphical depiction – chart, graph, logo, photograph, table, drop quote, etc. Doing so provides information in a more user-friendly format, drawing the reader's attention to key information or data.

II. *NEKIA Print Materials Editorial Content Recommendations*

Overall, we believe NEKIA's editorial content is strong. In looking at the editorial content of NEKIA print products, Lipman Hearne recommends the following:

A. *Abridge Content*

NEKIA's current core print product is nine pages long. To effectively communicate the mission and the role of the organization, NEKIA should develop a short one-pager identifying the core attributes and contributions of the group.

B. Audience-Specific Language

As additional print products are developed, NEKIA may want to explore tailoring key print materials for specific audiences. For instance, a one-pager on NEKIA’s benefits would be slightly different for research organizations, for IHEs, and for policymakers.

C. Results-Focused Language

In today’s No Child Left Behind environment, most in the education community are focused on results, rather than process. It is important for NEKIA to discuss both, demonstrating how NEKIA’s advocacy and the work of its members is contributing to the overall improvement of public education in the United States.

D. Align with Website

Because the NEKIA website will remain the primary communications and information vehicle for the organization, it is essential that all print content align (both in tone and objective) with the content on the website. New editorial content for both mediums should be developed in tandem, with web content driving the process.

III. NEKIA Specific Print Product Recommendations

In looking at specific print materials NEKIA can develop to promote the organization, Lipman Hearne recommends the following:

A. About NEKIA Brochure

A short summary brochure detailing NEKIA, its mission, its guiding principles, and its members. This would be an abridged version of the document currently used by NEKIA (“Using Knowledge for a Change”).

B. Joining NEKIA Brochure

A short brochure detailing the benefits of NEKIA to potential members. This document would be used as part of a NEKIA member recruitment effort.

C. Primer on Education Knowledge Acquisition and Application

A pamphlet defining key terms on the education knowledge industry and highlighting those federal programs that fund education knowledge efforts.

D. Benefits of NEKIA One Pager

A bulleted handout demonstrating the impact NEKIA and its members are having on improving public education in the United States.

All materials would be developed primarily for distribution through PDF, with the anticipation of limited run printing. Where appropriate, NEKIA should consider tailoring specific print products for each of its primary audiences.

Conclusion

Overall, we believe that NEKIA has an incredible amount of information on its website, thus providing a real service to the industry as a whole. Once NEKIA has chosen its new name and identity, the first step will be selecting a domain name that matches that new brand. We are prepared to assist you in this effort. Additionally, as the organization continues to mature and expand, there are a series of cosmetic and content revisions it can pursue to better deliver that information and increase usage and interest in it. Lipman Hearne is prepared to assist you in this effort, particularly with the development of a NEKIA logo and the development of revised and new content.

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MEMORANDUM

DATE: April 2, 2007

TO: National Education Knowledge Industry Association

FROM: Rodney Ferguson, Lipman Hearne
Patrick Riccards, Lipman Hearne

RE: NEKIA Conference Strategy

As NEKIA seeks to double its membership numbers in the coming years, it must continue to demonstrate its “value” to members – both existing and potential. One tool to achieving this is the establishment of a consistent conference and event strategy, providing NEKIA-sponsored or hosted events focused on the organization’s key principles and highlighting the benefits of the organization to members and the education field as a whole.

Lipman Hearne has significant experience in education conference planning, and recognizes that such efforts have strong benefits and potential challenges. In today’s education industry, conferences are traditionally held to: 1) raise the organization’s profile with key audiences; 2) share information; 3) broaden professional networks; and 4) raise funds. NEKIA has a strong track record in addressing the first three, through its past co-sponsorship of DC-based events. It is important that NEKIA’s conference strategy evolve in a cost-effective manner, providing maximum content and financial benefit for the organization.

To date, NEKIA has successfully partnered on conferences with organizations such as Progressive Policy Institute and others. As NEKIA moves forward with its strategic planning, Lipman Hearne offers the following recommendations with regard to continued NEKIA conferences and events.

Target Audiences/Constituencies

NEKIA cannot be all things to all people. As the organization continues to evolve, its activities should focus on its core principles and the key audiences its work affects. With an eye to NEKIA existing work and plans for membership and funding expansion, we recommend that NEKIA conferences and events focus on the following constituencies:

- **Research organizations** – Comprising the vast majority of NEKIA’s current membership, conferences should provide a clear benefit to those companies and not-for-profits currently leading the education knowledge industry.
- **Congress** – Specifically those elected members and staff involved in the authorization and appropriation of education research funding.
- **Administration** – Specifically leaders and key staff at the U.S. Department of Education and the Institute of Education Sciences.

- ***Institutions of Higher Education*** – Focusing on those colleges and universities particularly active in education research issues.
- ***Philanthropic Organizations*** – Intending to educate potential funders on the importance education research and knowledge acquisition
- ***Education Publisher Community*** – Recognizing their role as consumers of education research.
- ***National Education Organization Community*** – A secondary audience, this would include those membership organizations that represent practitioners and other stakeholders in the field.
- ***New Partner Membership*** – Building from recommendations for increased NEKIA partners and members (see *Proposed Financing/Partnership Strategy*)
- ***Media*** – Not a primary audience for NEKIA events, but regular attendees and contributors. They will help carry the message of increased investment in education research and better understanding of its acquisition and application.

Proposed Conferences, Forums, Events

With these primary audiences in mind, we recommend a series of potential NEKIA events, including:

Annual Education Knowledge Summit

Each year, NEKIA should convene a national summit in Washington, DC focused on education knowledge. This event would include panels on congressional forecasts for the industry, federal research investment programs, best/promising practices in the field, practical sessions on “how to,” and breakout sessions related to NEKIA’s core principles. The one-day event would include a gala dinner, bringing all sectors of the education knowledge industry together, and would build on the successful events NEKIA has participated in to date.

NEKIA and its board members would recruit high-level speakers and panelists to present. The summit would be promoted months in advance, with registration fees designed to cover all expenses.

NEKIA IHE Conference

Recognizing the roles colleges and universities play in the education knowledge field, each year NEKIA would host an IHE-focused event on the campus of a leading institution. The focus would be on the role colleges and universities are playing in education research, specifically as it related to NEKIA, its mission, and its guiding principles. Specific research programs would be spotlighted, along with the availability of federal funding opportunities for education research on college campuses.

This conference would be lower key than the national summit, with the partner IHE covering much of the logistical costs. Participation would initially be “by invitation only,” with NEKIA charging a modest registration fee for attendance.

At the kick-off IHE conference, NEKIA would announce a new IHE membership tier, as part of its new membership recruitment effort.

Capitol Hill Staffers Briefing

Activity on Capitol Hill has long been a cornerstone for NEKIA, and such activity must continue. As part of its ongoing advocacy work with member and committee offices on the Hill, we recommend hosting an annual NEKIA briefing for Hill staff members. This activity would build off of NEKIA's current ongoing one-on-one briefings with key Hill staff. Each spring, NEKIA would host one event for Senate staffers and one for House staffers, providing staff a clear picture of the good work that current education research funding has supported, while highlighting some of the specific areas where additional work is needed. These events would be designed to "soften the ground" in advance of specific advocacy from NEKIA or its member institutions as part of the annual appropriations process.

Hill Day Advocacy Event

NEKIA's members are already engaged each year advocating for additional resources for the education knowledge industry. As part of members' individual advocacy efforts, we recommend a companion Hill Day, when the industry as a whole joins together to call for increased funding, both in general and for their specific projects. This would be a relatively low-key event, kicked off by an organizing activity and followed by coordinated visits by NEKIA and its members. This Day would be designed as a "show of force" for increased investment in education research.

NEKIA Report Release Press Conferences

As NEKIA continues to grow, it should consider releasing an annual report on the state of the education knowledge industry. As part of this process, NEKIA would conduct a media event to release the report and focus on some of the best/emerging practices coming from its membership. With the right support, this event would evolve into an annual report card, of sorts, on our nation's commitment to education knowledge acquisition and application.

Co-Sponsorship Opportunities

NEKIA should also continue to co-sponsor or support education conferences related to its mission and goals. As opportunities present themselves that allow NEKIA to enhance its reach to primary stakeholders, it should take advantage of such chances. All opportunities should be evaluated based on event content, expected audience (both size and representation), and cost.

Potential NEKIA Partners

As NEKIA develops its conference and event strategy, it should look for potential partners on a case-by-case basis – how can it align its events with specific funders? In the early stages, NEKIA has to be very careful with the organizations with which it is aligning and partnering. Specific recommendations would include:

Annual Education Knowledge Summit

- Corporate sponsorship (focus on publishers and supplemental service providers) for gala dinner and breakout sessions
- Philanthropic sponsor for overall event (nationally recognized philanthropy that supports education, such as Gates, Spencer, Carnegie, etc.)
- Media sponsorship (for promotion and coverage)

NEKIA IHE Conference

- College/university co-sponsor or host (possibly American Association of Universities or Association of Graduate Schools member)
- Potential corporate underwriting

Capitol Hill Staffers Briefing

- No funders, this should be a NEKIA event

Hill Day

- No funders, this should be a NEKIA and NEKIA member event

NEKIA Report Releases

- Philanthropic support for research/publication event (nationally recognized philanthropy that supports education, such as Gates, Spencer, Carnegie, etc.)
- Education membership organization partnership for distribution, co-authorship (such as Education Trust, NGA, etc.)

NEKIA Participation in Third-Party Conferences

Based on NEKIA's current resources (both financial and human) and its priorities, for the time being, we do not recommend that NEKIA proactively develop speaking and exhibiting opportunities at the conferences and events of third-parties. As opportunities present themselves, NEKIA should evaluate them based on impact and relevance to the organization's mission. When appropriate, Lipman Hearne can work with NEKIA to identify a list of conferences to target for exhibition and presentation.

Conclusion

There are a number of strong opportunities for NEKIA to begin pursuing on the conference and event front. Through the development of a flagship event such as the national summit, co-sponsored events, and organized activities on Capitol Hill, NEKIA can firmly cement its position at the center of the knowledge acquisition and application discussion.

As NEKIA moves forward, Lipman Hearne is prepared to assist with all aspects of the planning and execution for all recommended conferences and events.

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MEMORANDUM

DATE: April 2, 2007

TO: National Education Knowledge Industry Association

FROM: Rodney Ferguson, Lipman Hearne
Patrick Riccards, Lipman Hearne

RE: Proposed Financing/Sponsorship Strategy

As the National Education Knowledge Industry Association (NEKIA) seeks continued growth in the education industry, additional funding – either through increased membership or third-party funding – becomes a key component. Currently, NEKIA has a great deal to offer members, as evidenced by its impressive membership list and the activity of those members. As the organization moves forward, it will be essential to capture those qualities that current members have embraced, marketing them to potential contributors.

Securing third-party funding is a trickier challenge for NEKIA. It does not, and should not, seek to compete with its member organizations for specific funding. Thus, the organization must prioritize new relationships and areas where it can collaborate or complement current streams.

An important component of any education funding discussion is the role of the federal government, particularly the U.S. Department of Education. As a 501(c)(6), NEKIA itself is not in a position to receive direct federal funding. As the organization moves forward, however, there are opportunities to identify federal funding streams that third-party organizations could use to partner with NEKIA on key projects. Throughout the reauthorization process, we recommend identifying those sections of the law (both Elementary and Secondary Education Act and the Education Sciences Reform Act) where funding could be used by third parties to pursue education knowledge projects with NEKIA.

Based on the specific activity streams, events, and related activities NEKIA intends to pursue in the coming year, Lipman Hearne can develop a targeted sponsorship action plan that identifies the strongest potential funders or partners for specific action items. Many of these organizations have clear guidelines on the types of activity they will fund and/or sponsor, and we should approach them strategically, focusing on what activities bring most benefit to NEKIA.

Following are Lipman Hearne's specific recommendations for constructing a NEKIA financing and sponsorship strategy:

I. Recommended Funding/Sponsorship Targets for 2007-08

As NEKIA looks to identify specific opportunities for funding and sponsorship over the next 12 months, there are several avenues the organization can pursue. Lipman Hearne recommends an initial campaign to secure philanthropic funding, following by select targeting of corporate funding opportunities.

Philanthropic targets would include:

1. Atlantic Philanthropies
2. Broad Foundation
3. Carnegie Foundation
4. Ford Foundation
5. Rockefeller Foundation
6. Bill and Melinda Gates Foundation
7. Dell Foundation
8. Texas Instruments Foundation
9. Spencer Foundation

Corporate targets would include:

1. McGraw-Hill
2. Target
3. Thomson Publishing
4. Microsoft
5. Apple
6. Intel
7. Standard & Poor's
8. Scholastic
9. IBM

II. Expansion of NEKIA Membership Streams

NEKIA can begin work immediately to market membership in the organization and seek to bolster its list of contributing organizations. Building from NEKIA's current institutional and affiliate membership levels, we recommend that NEKIA consider adding the following categories of members:

A. Institutions of Higher Education

NEKIA already has a number of colleges and universities on its membership list. It should launch a specific marketing campaign targeted at those IHEs active in education research. Potential targets include organizations that are part of the Association of American Universities and the Science Coalition.

B. Education Philanthropies

With such an increased focus on ROI with regard to education grantmaking, there are specific opportunities for those philanthropies and not-for-profit community

organizations focused on education and school improvement to participate in NEKIA. Potential targets include the Bill and Melinda Gates Foundation, Broad Foundation, MacArthur Foundation, Alliance for Excellent Education, Southern Regional Education Board, etc.

C. Leading School Districts/State Departments of Education

Recognizing the importance of practitioners to NEKIA’s current institutional members, we recommend a pilot project to recruit leading school districts (Top 50) and key state departments of education to join NEKIA as affiliate members. Such membership would improve this audience’s exposure to NEKIA institutional members, while increasing their understanding, appreciation, and application of education research.

D. Education Curriculum Companies

As end-users of much of the data coming from NEKIA’s historical membership, education curriculum companies (specifically publishers) could derive real benefit from participating in the organization. A marketing campaign could be launched to specifically target these companies, focusing on the benefits that come from their interaction with NEKIA’s current institutional and affiliate members. Potential targets include Scholastic, McGraw-Hill, Thomson Publishing, etc.

E. Education Supplemental Service Companies

Similar to proposed efforts targeting publishers, NEKIA can also market specific memberships to those companies currently involved in the supplemental services markets, including tutoring companies and supplemental publishers. Potential targets include Sylvan, Huntington, Kaplan, etc.

F. Consulting Companies

Based on NEKIA’s mission and guiding principles, the organization can also focus membership recruitment efforts on consulting companies with large education practices and education technology companies (recognizing the role ed tech plays in supporting additional research into technology’s effectiveness in knowledge acquisition and application). Potential targets include Chartwell, Bridgespan, McKinsey & Co., MAXIMUS, etc.

Based on NEKIA’s current resources (both financial, time, and human) we do not recommend exploring individual memberships in NEKIA. Depending on the growth of NEKIA conferences and similar outreach events, such memberships may want to be explored in the future.

III. Potential NEKIA Partner Organizations

In addition to soliciting specific funding, there are a number of organizations and institutions NEKIA can collaborate and partner with to promote its agenda. While these organizations may not make a hard financial contribution to NEKIA, they can assist the

organization by providing dissemination channels, co-sponsorship opportunities, and other value-adds that can enhance NEKIA's reputation with key audiences.

To start, NEKIA should always first consider partnering with its member organizations (both institutional and affiliate). Moving beyond those existing relationships, specific recommendations include:

Public Policy

1. Center on Education Policy
2. Education Commission of the States
3. Education Sector
4. Education Trust
5. Progressive Policy Institute
6. Urban Institute

Knowledge Infrastructure

1. American Society for Training and Development (ASTD)
2. Association for Supervision and Curriculum Development (ASCD)
3. Achieve
4. Alliance for Excellent Education

Industry Leadership

1. Bill and Melinda Gates Foundation
2. Broad Foundation
3. Brookings Institution
4. Fordham Foundation
5. Hechinger Institute

Capacity Building

1. American Association of School Administrators (AASA)
2. American Federation of Teachers (AFT)
3. Consortium for School Networking (CoSN)
4. Council of Chief State School Officers (CCSSO)
5. National Association of State Boards of Education (NASBE)
6. National Education Association (NEA)
7. National Governors Association (NGA)

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Reauthorization of the Education Sciences Reform Act (ESRA)

Key Concerns

Key policy positions

Critical implementation-related issues

To: NEKIA Board of Directors
From: Jim Kohlmoos
Subject: Reauthorization of ESRA
Date: April 3

As we mentioned to you last week, we have learned that the House Education and Labor Committee is interested in working on the reauthorization of the Education Sciences Reform Act (ESRA) at the same time as it takes up the Elementary and Secondary Education Act (ESEA). As most of you know ESRA contains programs and initiatives of major importance to NEKIA members including the National R&D Centers, the Regional Educational Laboratories, the Comprehensive Assistance Centers, the Research, Development and Dissemination fund, the National Board for Educational Science and the Institute of Education Science structures.

The conventional wisdom in education circles has always been that ESRA would follow ESEA by a year or two. We had originally planned to methodically develop our position during the course of this year in preparation for consideration next year at the earliest. We now need to move quickly to get our issues and positions in order within the next two weeks. Here is the quick-turnaround process we are using:

- April 3 ---convene the reauthorization task force (currently, Paul, Laura, Everett, Steve, Wes) to identify the key issues within the current statute. Use our ESEA recommendations and the 2002 ESRA recommendations as a point of reference.
- April 9 Board meeting --- determine key concerns, establish key positions, identify implementation-related issues.
- By April 18 --- prepare position paper on priority issues and technical fixes.

It will be very important for us to reach consensus on the priority issues and positions at the Board meeting. To kick start the discussion, we have prepared the following “straw man” recommendations. Please take a good look and come prepared to discuss. We also are sending under separate cover of copy of the current law passed in 2002 as well as our positions during the 2002 reauthorization process.

“Straw man” Recommendations for ESRA Reauthorization

NEKIA’s Guiding Principles (adopted November, 2006)

Provide leadership in transforming education to prepare young people for life, work, and citizenship in the 21st Century. We pay special attention to students who traditionally have been underserved due to race/ethnicity, poverty, first language, disability, or other factors.

Conduct and apply high quality research to identify and solve educational problems. We are particularly concerned about finding answers to enduring dilemmas that demand new and innovative solutions.

Advance research and development as the driver of change in education as it is in other arenas. We educate policy makers, practitioners, and the general public about the need for research-based solutions to educational problems.

Apply industry-accepted standards for research and evaluation methodology. We believe that the research methods should be appropriate to the nature and scale of inquiries.

Involve stakeholders in their work. We connect with other communities and individuals that are interested in knowledge development and use, including those with new and different voices.

Assure both scientific rigor and relevance. We believe each is important in addressing educational problems and enduring dilemmas.

Recognize that knowledge development is cumulative. We believe in the frequent review of findings to confirm, build on, and refine what is currently known.

Transform research into practice. We are organizations that are flexible and adaptive to changing contexts. We design tools, programs and services that put knowledge to use.

Key Concerns

Weak policy link between the federal research enterprise and federal school improvement efforts

Inadequate capacity (e.g. knowledge, expertise, funds) to meet the escalating demand for research-based solutions in school improvement

Confusion over the scientifically based research provisions and how to implement them

Flawed implementation of ESRA in the administration of key knowledge programs (e.g. Comprehensive Centers, the Regional Educational Laboratories (RELs), the National R&D Centers)

Key Policy Positions

National Center for Knowledge Use and Innovation --- Make research-based knowledge use a priority function of IES by establishing a fifth national center within IES. The Center would have a commissioner appointed by the President, similar to the other national centers and would administer knowledge use programs such as the RELs, Education Resources Information Center, What Works Clearinghouse, the innovation venture fund (see below)

Venture fund --- Stimulate innovation in education R&D by creating a \$200 million knowledge-based innovation venture fund. Through a competitive grants process, the fund would support the development of innovative research-based tools that use the best available empirical evidence for school improvement.

Funding --- Expand the capacity of current knowledge-use programs in IES by doubling the authorized funding levels for the National Research & Development Centers, the Research, Development and Dissemination fund, the Regional Educational Laboratories, and the Comprehensive Centers. Increases would used to expand programs and projects directly related to school improvement needs at the state and local levels.

Scientifically based Research ---- Revise the standards for scientifically based research by adopting the scientific principles proposed by the National Research Council (see side-by-side chart for comparisons)

<p>Figure 1. Definitions of Scientifically Based Research</p> <p>Scientifically Based Research According to the No Child Left Behind Act</p>	<p>Six Scientific Principles According to the National Research Council</p>	<p>Scientifically Based Research Standards According to the Institute for Education Sciences</p>	<p>Research-Proven Programs proposed by Success for All Foundation to supplement existing SBR definition in NCLB</p>
<ol style="list-style-type: none"> 1. Employs systematic, empirical methods that draw on observation or experiment; 2. Involves rigorous analyses adequate to test the hypotheses and justify the conclusions; 3. Relies on measurements or observational methods that provide reliable and valid data across evaluators and observers, 	<ol style="list-style-type: none"> 1. Poses significant questions that can be investigated empirically (through observation). Questions must reflect understanding of prior theoretical, methodological, and empirical work. 2. Links research to relevant theory. All inquiry is linked to some overarching theory or framework that guides investigation. 3. Uses methods that permit direct investigation of the question. A variety of methodological 	<ol style="list-style-type: none"> 1. Employs systematic, empirical methods that draw on observation or experiment; 2. Involves data analyses that are adequate to support the general findings; 3. Relies on measurements or observational methods that provide reliable data; 4. Makes claims of causal relationships only in random- 	<ol style="list-style-type: none"> (A) The program was compared to a control group using alternative or traditional methods. In at least one study, students, classes, or schools were assigned at random to program or control conditions. (B) The study duration was at least 12 weeks. (C) Program and control schools were equivalent at pretest in achievement (within 0.5 standard deviations). Analyses of posttest differences are adjusted for pretest differences. (D) The posttest measures

<p>measurements, and observations, and across studies by the same or different investigators;</p> <p>4. Is evaluated using experimental or quasi-experimental designs, with a preference for random-assignment experiments;</p> <p>5. Ensures that experimental studies are presented in sufficient detail and clarity to allow for replication or, at a minimum, offer the opportunity to build systematically on findings; and</p> <p>6. Has been accepted by a peer-reviewed journal or approved by a panel of independent experts through a comparably rigorous, objective, and scientific review.</p>	<p>approaches may be needed to answer the range of questions and issues involved in a line of inquiry.</p> <p>4. Provides a coherent and explicit chain of reasoning. Detailed descriptions of procedures, limitations or biases, error and counter-explanations, and analyses are critical so that others may critique, analyze, or replicate the study.</p> <p>5. Replicates and generalizes across studies. Scientific knowledge advances when findings are reproduced in a range of times and places and are integrated and synthesized.</p> <p>6. Discloses research to encourage scrutiny and critique. Scientific studies must be widely shared and subject to professional scrutiny.</p>	<p>assignment experiments or other designs (to the extent such designs substantially eliminate plausible competing explanations for the obtained results);</p> <p>5. Ensures that studies and methods are presented in sufficient detail and clarity to allow for replication or, at a minimum, to offer the opportunity to build systematically on the findings of the research;</p> <p>6. Obtains acceptance by a peer-reviewed journal or approval by a panel of independent experts through a comparably rigorous, objective, and scientific review; and</p> <p>7. Uses research designs and methods appropriate to the research question posed.</p>	<p>used to compare program and control groups is a valid standardized or criterion-referenced test, such as a state accountability test, and is not inherent to the program. For example, tests made by the program authors, or tests of content not studied by control students, do not qualify.</p> <p>(E) The sample size of each study is at least 5 classes or 125 students per treatment (10 classes or 250 students overall). Multiple smaller studies may be combined to reach this sample size collectively.</p> <p>(F) The median difference between program and control students across all qualifying studies is at least 20% of student-level standard deviation, in favor of the program students.</p> <p>(G) REVIEW: The U.S. Department of Education shall constitute a review panel to review scientific reviews of program evaluations and determine which programs qualify as research-proven programs according to the above criteria. Panel members shall have expertise in scientific research review but shall not have financial or personal connection with the authors or publishers of any programs. Panel meetings shall be open to the public and minutes shall be made available to the public.</p>
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<i>Source:</i> PL 101-110, Title IX, Sec. 9101, (37).	<i>Source:</i> Shavelson & Towne, 2002.	<i>Source:</i> PL 107-279, Title 1, Sec. 102, (18).	
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Critical Implementation-related Concerns

	Current	Change?	How?
IES structure			
Name		No	
National Centers		Yes	Add fifth center
Director appointment		No	
Commissioners' appointments		No	
National Board functions		No	
Evaluation		No	
Regional Educational Laboratories			
Mission		Yes	Streamline
Governing Boards		No	
Functions		No	
Regions		No	
Funding		Yes	Double
Funding allocations		No	
Administrative location		No	
Contract		No	
Evaluation		No	
Comprehensive Centers			
Mission		Yes	Streamline
Name		Yes	
Advisory Boards		No	
Functions		No	
Regions		Yes	Coincide with 10 lab regions
Funding		Yes	Double
Funding allocations		No	
Location		No	
Cooperative Agreements		No	
Evaluation		No	
National R&D Centers			
Mission		Yes	Interdisciplinary program of research
Topics		No	
Funding levels		Yes	Minimum \$4.5 million/year/center

Research, Development, Dissemination Fund			
Allowable activities		No	
Required activities		No	
What Works Clearinghouse		Yes	Include in allowable activities
ERIC System		No	
Funding levels		Yes	Double
State Longitudinal Data Systems			
Function		No	
Funding mechanisms		No	
Other			
Honoring existing contracts		No	
Uninterrupted services		Yes	Include for all programs
Regional Advisory Committees		Yes	Eliminate
Referral Service		No	
Coordination		No	
Scientifically based research standards		Yes	See above

Policy and Advocacy

Political/Policy environment --- discussion

FY 2008 Appropriations --- review

ESEA Reauthorization --- review

Restricted Indirect Cost Rate --- review

Sector Groups (Labs, R&D Centers, Comp Centers)

National Education Knowledge Industry Association

1718 Connecticut Avenue, NW Suite 700 Washington, DC 20009
(202) 518-0847 <http://www.nekia.org/index.html>

NEKIA's FY 2008 Appropriations Recommendations

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

NEKIA'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@nekia.org Jim Kohlmoos Kohlmoos@nekia.org John Waters waters@nekia.org

February 15, 2007

National Education Knowledge Industry Association

1718 Connecticut Avenue, NW Suite 700 Washington, DC 20009 (202) 518-0847

www.nekia.org Kohlmoos@nekia.org

What's Next: A New Knowledge Era for School Improvement

NEKIA's Recommendations for the Reauthorization of the Elementary and Secondary Education Act

The National Education Knowledge Industry Association (NEKIA) is pleased to present the following recommendations for the reauthorization of the Elementary and Secondary Education Act (ESEA). NEKIA is a non-profit, non-partisan association dedicated to expanding the use of research-based knowledge in policy and practice in pre-K-12 education. Our members represent a community of successful education organizations and agencies established to support high-quality education research, development, dissemination, technical assistance and evaluation at the federal, regional, state, tribal, and local levels.

We believe that the effective use of research-based knowledge is essential to improving pre-K-12 education and should be a central organizing concept for the reauthorization of ESEA. By the term "effective use of research-based knowledge" we mean an approach to school improvement in which key stakeholders create, translate and apply the best available, empirical evidence for improving student achievement. We envision a new knowledge era in national education policy that focuses on the effective use of research-based knowledge to achieve successful and sustainable school improvement.

Recommendations

#1 Make the effective use of research-based knowledge a central theme of the reauthorization ---

We believe the reauthorization offers an opportunity to take the next logical step in the standards based reform movement by clearly and explicitly focusing on the effective use of research-based knowledge in school improvement. We suggest that the title of the new law should reflect this theme, for example, "Improving America's Schools with Research-based Knowledge Act"

#2 Incorporate the concept of knowledge use in scientifically based research provisions ---

We recognize the value and importance of the scientifically based research (SBR) provisions in the current statute. These provisions should be strengthened in the reauthorization by emphasizing the creation, application, and use of research-based knowledge in addressing practical problems. We aim to ensure that educators are able to use scientifically based research to improve student achievement. We suggest incorporating utilization language into the SBR definition and adding a new definition for the effective use of research-based knowledge to the underlying statute.

Knowledge-Use = Results

Providing educators with usable, sound research-based practice arms them with the knowledge they need to dramatically raise student achievement.

Adopting NEKIA's recommendations will greatly assist educators in their goal to prepare students to succeed in the workplace and postsecondary education.

#3 Launch a national initiative for using research-based knowledge for school improvement --- Similar to other efforts that have deserved focused, high-priority attention, we recommend that the Department of Education be authorized to launch a national school improvement initiative that enables the effective use of research-based knowledge at the federal, state, tribal, and local levels. The basic components of this initiative include:

- ***School Improvement Venture Fund for Using Research-based Knowledge*** to support local and state efforts to build capacity for effective use of research-based knowledge. Allowable activities include: creating a corps of local chief knowledge officers and research-to-practice coordinators; creating professional development programs and institutes on the use of research-based knowledge; conducting research on effective knowledge use; identifying and disseminating promising practices; promoting entrepreneurship in developing new knowledge-based solutions and choices in schools; establishing fellowship programs for building expert capacity in the use of research-based knowledge.
- ***Office of Knowledge Use in Policy and Practice*** at the U.S. Department of Education to promote and coordinate throughout the agency the development of policies and programs for the effective use of research-based knowledge.
- ***Interagency Task Force*** to promote coordination and cooperation among Federal departments and agencies administering knowledge use programs and activities in education.
- ***National Partnership Network for Knowledge Use in Education*** to promote and advance the use of research-based knowledge in conjunction with private and public organizations and entities throughout the country.
- ***Biennial Report to Congress*** to assess the state of knowledge use in education in shaping policy and practice nationwide.

#4 Boost investments in research, development and knowledge use in pr-k-12 in line with the increasing demand for school improvement --- We believe that the reauthorization of ESEA should have strong policy links to the Education Sciences Reform Act (ESRA) by aligning the quality and quantity of basic and applied research, development, dissemination, and technical assistance authorized under ESRA with the increased demand for school improvement created under ESEA. Specifically we recommend at least a doubling of the authorization levels of knowledge use programs in ESRA including:

- Comprehensive Assistance Centers
- National Research and Development Centers
- Regional Educational Laboratories
- Research, Development, and Dissemination fund
- Special Education Research and Evaluation programs
- Statewide Longitudinal Data Systems

#5 Increase support for existing programs that promote the importance of the effective use of research-based knowledge in school improvement. A number of existing ESEA programs can and should contribute to the development of a knowledge use infrastructure in pre-k-12 education. We recommend increasing the authorized funding levels for these programs including: Comprehensive School Reform; Title I School Improvement Fund; Teacher Quality State Grants; Smaller Learning

Communities; Twenty-first Century Learning Centers; Even Start; Math Science Partnerships; Parent Information Resource Centers; Reading First; Striving Readers; Technology State Grants; Title V State Innovation Grants.

Why the Effective Use of Research-based Knowledge is Critical to School Improvement

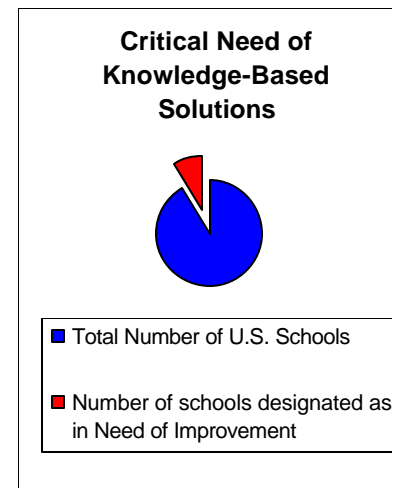
The concept of developing research-based solutions to the problems of low student achievement is a cornerstone of the No Child Left Behind Act (NCLB). We believe that the next reauthorization of the ESEA should focus on creating, translating, and applying research-based knowledge into useful tools that will improve classroom policies and practice in low-performing schools for the following critical reasons:

Increasing demand for knowledge-based solutions --- In 2005, more than 24,000 U.S. public schools were not making adequate yearly progress and over 10,000 schools were designated in need of improvement under the NCLB. Many more schools are on the “cusp” and in need of additional support. To fulfill the promise of NCLB, much greater attention needs to be directed to delivering research-based solutions to these schools in need.

Inadequate federal investment in R&D --- While the NCLB requires educators to use instructional practices and innovations supported by research, the Department of Education spends less than one percent of its budget on research, development, and statistics. This level of investment will not build the evidence base needed by educators to achieve the improvements envisioned by NCLB. By comparison, other agency R&D budgets as a percentage of their discretionary spending are: Defense, 17%; NASA, 68%; Energy, 37%; HHS, 42%; NSF, 74 %; and Agriculture, 4.6%.

The Department of Education’s research budget has been and remains among the smallest of any cabinet-level agency. Without an increased investment in developing and testing research-based practices, schools and districts will continue to find it difficult to fulfill NCLB’s mandate for using such practices.

An escalating capacity crisis --- A report by the non-partisan Center on Education Policy (CEP) released in 2006, finds that there is a growing capacity crisis at the state and local levels to support schools in need of improvement. We agree with CEP’s assessment that “... the Department and the Congress should (provide) more funding and ... other types of support to help strengthen states’ and districts’ capacity to assist schools identified for improvement. Many states and districts lack sufficient funds, staff, or expertise to help improve all identified schools...” A national study by the Center for Research on Education Outcomes further found that this crisis is also



exacerbated by state education agencies' very low capacity to evaluate the education programs that are carried out at the state and district levels.

A weak policy link between the federal research enterprise and federal school improvement efforts --- On the one hand, NCLB stimulates and shapes greater demand for research-based knowledge solutions through its accountability and sanctioning provisions. On the other hand, ESRA aims to increase the supply of research-based knowledge through its investments in research and development. While there are numerous provisions in NCLB regarding scientifically based research and in ESRA for addressing school improvement, the links between supply and demand have not been fully developed and remain functionally weak. We attribute part of the problem to federal policy that fails to create a strong systematic link between ESRA and NCLB focusing on the critical areas of knowledge development, transfer, application and use in school improvement.

Urgent need to take the next essential step in standards-based reform --- Federal education policy has evolved in phases over the past 15 years in concert with the implementation of the elements of standards-based reform. The focus on standards and assessments in the late 1980's and early 1990's spawned major attention on the alignment of standards, curriculum, and assessments in the 1990's which has led in part to the current emphasis on accountability. It is particularly significant that the last three reauthorizations have paralleled this progression with the Hawkins/Stafford Elementary and Secondary School Improvement Amendments of 1988, the Improving America's Schools Act of 1994, and the NCLB of 2002. The next logical step in this standards-based continuum is a more comprehensive and vigorous focus on school improvement --- providing significant new resources and expertise targeted both to turning around low performing schools and to building a knowledge-based capacity and infrastructure for sustained improvement. The reauthorization should serve as a major catalyst for moving to this next critical phase.

National Education Knowledge Industry Association

1718 Connecticut Avenue, NW Suite 700 Washington, DC 20009 (202) 518-0847
www.nekia.org Kohlmoos@nekia.org

James W. Kohlmoos
President

March 30, 2007

The Honorable Senator Edward M. Kennedy
317 Russell Senate Building
Washington, DC 20510

The Honorable Senator Mike Enzi
379A Russell Senate Building
Washington, DC 20510
Sent via email

Subject: Recommendations for clarifying supplement not supplant provisions in ESEA

Dear Senators Kennedy and Enzi:

The National Education Knowledge Industry Association (NEKIA) appreciates the opportunity to provide recommendations to the Senate HELP committee regarding the reauthorization of the Elementary and Secondary Education Act (ESEA). In addition to the recommendations for knowledge-based school improvement that we submitted separately, we wish to offer a technical recommendation for clarifying the supplement not supplant provisions in the current statute.

Specifically we recommend that the following revision should be applied to the various instances of the supplement, not supplant clause throughout ESEA.

"Funds made available under this [section or part] shall be used to supplement, and not supplant, State and local public funds expended for [fill in specific programs authorized] or [for activities authorized under this {section} or {part}]."

We believe that this simple change would address a number of concerns with the current way in which the clause is applied. The recommended change:

Creates consistency throughout the statute --- The current statute contains supplement, not supplant clauses for a wide range of programs (see accompanying list). The clauses use varying language as to what funds may not be supplanted. Some bar supplanting of other federal as well as state and local funds. Some refer to supplanting any funds used for the purpose of the program. The recommended language tracks the supplement, not supplant language generally used in Sections 2313, 3115, and 5205 of the Elementary and Secondary Education Act. The recommended language would serve the purpose of

harmonizing the supplement, not supplant clauses. There is no evidence that Congress intended these clauses to have a different meaning or scope from program to program.

Fulfills the intent of the clause by focusing its application to state and local public educational agencies --- The primary concern addressed by the supplement, not supplant provisions presumably is that federal funds not replace continuing expenditures at the state and local levels, which would undermine the impact of the federal program. That concern would seem to have little or no application to private, non-profit organizations that generally do not have regular access to state and local tax revenues. Limiting the application of the no supplant provision to state and local public funds would require the US Department of Education (USED) to revise a number of its regulations including those pertaining to the application of restricted indirect cost rates to non-profit organizations. USED would need to limit the restricted indirect cost rate application either to state or local public agency recipients, or to recipients that receive state or local public funds for administrative costs that are excluded under the restricted indirect cost rate calculation.

Promotes more competition and greater participation by non-profit organizations --
- Because the supplement not supplant provisions in the current statute have been used by the USED to limit the indirect cost rates of non-profit organizations, many highly capable non profit organizations are discouraged from competing for restricted rate grant programs. Many nonprofit organizations simply do not have the alternative sources of revenue or flexibility to cover the extra cost of for administration outside of the grant program. The change would enable many more non-profit organizations to compete for the programs and enhance the quality of overall program implementation and participation.

Once again, thank you for the opportunity to provide recommendations to the statute. We would be very pleased to discuss this important matter with you in more detail. We appreciate your consideration.

Sincerely,



James Kohlmoos
President

On the Horizon

Membership --- review

Center for Knowledge Use --- review

Retreat and Conference Plans --- discussion

Communicators Institute Plans --- discussion

Policy Forums --- discussion

Office Space --- review

Membership Development

To: Board of Directors
From: Jim Kohlmoos
Subject: Revisiting our 2005 Membership Development Plan
Date: April 4, 2007

Two years ago the Board put into place a membership development plan for the next three years (see below). We were fairly active in implementing the plan early in 2005 and 2006 and have happily welcomed AIR, AED, Teachers College, CNA, Penn State, and AdvancED to our knowledge community over that time. It is now time to activate this year's effort with a new Membership Task Force. We will discuss this effort during the Board meeting.

For Your Reference

To: Executive Committee
From: Jim Kohlmoos
Subject: Implementation of Membership Development Strategy, 2004-2007
Date: November 9, 2004

This is a discussion paper to help guide our membership development work during the Executive Committee meeting on November 17.

As outlined in the plan approved by the Board in September, our first tasks are to:

- Develop an industry profile
- Develop desired membership characteristics
- Identify gaps in our membership
- Identify up to 15 high potential members

Here is my initial thinking about these four tasks.

Industry profile

For the purposes of this discussion, I suggest the following industry profile:

The knowledge industry includes entities that provide services or products for improving teaching and learning to K-12 public and private schools, school districts, state education agencies, tribes, chartering agencies, and philanthropic and corporate interests. The entities may be public, private, for profit and non profit and are involved in one or a combination of the following functional and topical areas:

Functional Areas

Research	Technical Assistance	Evaluation and Program
Dissemination	Product Development	Assessment
Training/Professional Development	Policy Analysis and Assessment	Data Management and Performance Tracking

Topical Areas

Accountability	Finance and Governance	Science education
After school programs	Gifted and Talented	Service Learning
Arts education	Health Education	Small learning communities
At-Risk Students	High School reform	Social Studies
Career/Technical Education	Indian education	Special Education
Charter Schools	Knowledge Utilization	Standards and Assessments
Citizenship education	Leadership	Supplemental Services
Comprehensive school reform	Literacy/Reading	Teacher Quality
Desegregation and Equity	Magnet Schools	Teacher Recruitment and Preparation,
Early Childhood	Numeracy/Math	Technology
Educational Productivity	Science education	Urban education
English Language Learners	Migrant education	Vocational Education
	Parental Involvement	
	Rural education	
	School Choice	
	School Safety	

Desired Characteristics

Within the board parameters of the knowledge industry, the characteristics of a full NEKIA member should include the following:

1. Must agree in principle to NEKIA's mission, values, goals and annual work plan
2. Must be willing to actively participate in trade association activities
3. Must be in stable financial health and able to pay the annual fee
4. Must be interested in being a member for more than one year.
5. Must not be involved in litigation that adversely affects current members
6. Must be focused primarily on K-12 education issues relating to improving teaching and learning
7. Must be involved in one or a number of the functional and topical areas (above).
8. May be directly or indirectly affected by federal education grants and/or contracts at the US Department of Education
9. May be either for-profit or non-profit and public or private

Gaps (under represented elements in current membership)

At the September Board meeting, we agreed that one way to determine which organizations to target is to identify the organizational types, functional areas and/or topical areas which are under represented by our current membership. Here are some of these gaps:

Organizational types

Teacher preparation entities	Software developers/publishers	School management organizations
Museums & libraries	For profit universities	Data management and clearinghouse entities
Intermediate school districts	Tutoring organizations	Philanthropies
Textbook publishers	Charter school developers	Membership organizations

Topical areas (topics in which some current members may be focused but on a relatively small scale)

Indian education	Civic/citizenship education/ service learning	Civic/Parent Engagement
Arts education		Teacher preparation
Special education		
Vocational education	Safe and drug free schools	
Migrant education		

Functional areas (functions in which our current members identified in the Capacity Survey as wanting to build greater capacity)

- Experimental/Quasi-Experimental Research and Evaluation
- Professional Development
- Consultative Services/Technical Assistance (3 organizations)
- Policy Analysis and Assessment (3 organizations)

Other criteria for Targeting

In addition to identifying gaps or under-representations in our membership, we should also consider other factors for identifying our desirable targets. Consider these factors:

Hot Topics --- We should consider the topics that will receive the most attention during the second term of the Bush Administration and then find organizations that are involved in these topical areas. The hot topics from my perspective will include:

- High school reform
- Adolescent literacy
- Charter schools
- Public school choice
- Science education
- Supplemental services
- Teacher preparation and teacher quality

Hot functions --- Similarly we should consider what functions will be most strongly valued during the second term. They include:

- Innovations for turning around low performing schools
- Experimental/Quasi experimental evaluations
- Technical assistance related directly to NCLB and IDEA implementation

Competitors or Collaborators --- This is a difficult issue but we need to assess whether we should target new members who are likely to be direct competitors with current members or who would be strong potential collaborators with current members.

Hot organizations --- We should consider targeting organizations that have had recent success in winning contracts or grants and who would likely want to protect their interests through NEKIA. Some organizations to consider include:

- Black Alliance for Educational Options
- National Urban League

Organizations in difficulty --- We may also want to find organizations that already need help in sustaining their portfolios and need to find a collective cost effective way to do so.

Contacts --- As a reality check, we should also pursue organizations with which one or number of our members has direct and ready contact. We will want to pursue organizations for which we have a reasonable chance of attracting.

Targeting Rubric

For discussion purposes, I have put together the following rubric by which to rate organizations according to the criteria discussed above. I selected 15 organizations from our list that was developed and refined earlier this year. At our meeting we may want to test this rubric among ourselves and then discuss it with the Board.

- 1 — Fills gaps**
- 2 --- Involved in hot topics**
- 3 --- Possesses hot functions**
- 4 --- Has high potential for collaboration**
- 5 --- Has high potential for competition**
- 6 --- Is a hot organization**
- 7 --- Is having difficulty**
- 8 --- Current member has direct favorable relationship**

Org		1	2	3	4	5	6	7	8
Abt	Research & evaluation								
AIR	New focus on research to practice								
CAL	Strong ELL issues								
CNA	New player in TA								
CSC	Prime ERIC								

	contractor								
ETS	Testing & TA								
NSDC	Professional Development leader								
RRCs	Spec Ed Resource Centers								
RTI	Research Triangle—large Iraq contract								
SRI	Evaluation of Gates and others								
Standard & Poors	Data management								
TERC	Science & math								
UNC	New rural R&D Center								
Vanderbilt	New choice R&D Centers								



Abt Associates
 AED
 AIR
 Alliance for Excellent Education
 Achieve
 History Channel
 Discovery Channel
 Bigchalk.com
 Blackboard, Inc.
 C.N.A.
 Canter
 Center for Applied Linguistics
 Chancery
 Classroom Connect, Inc.
 Co-Nect Schools
 CSC (Computer Sciences Corporation)
 Education Industry Association

Education Research Service
Educational Testing Service
Gallup
Headsprout
Homeroom.com
Inspirica
JASON Project
Kaplan
LeapFrog
Mathematica
MDRC
Mosaica Education
National Heritage Academies
Center for Applied Special Technology
National Staff Development Council
Charter School Development Corporation
NCB Development Corporation
New Teacher Project
Nobel Learning
Nobel Learning Communities
Princeton Review
RAND Corporation
Riverdeep Interactive Learning
RTI
SABIS
Scholastic
Scientific Learning Corporation
Southern Regional Education Bd.
SRI
Standard and Poors
Sylvan Learning Systems
Teach for America
TERC
Tom Snyder Productions
Turner Learning
Tutor.com
UNC/Chapel Hill---National Research Center on Rural Education Support
Vanderbilt University --- National Research and Development Center on School Choice,
Competition, and Achievement
WebED
Westat
New West Technologies
Kauffman and Associates

To: NEKIA Board of Directors
From: Jim Kohlmoos and John Waters
Subject: NEKIA Center for Knowledge Use: Board Composition and Operations
Date: April 3, 2007

You'll recall that at the November 2006 board meeting, we had recommended that the current members of the Executive Committee serve as the board for the NEKIA Center for Knowledge Use, which is the registered trade name or "d/b/a" for our 501(c)(3) (incorporated in the District of Columbia as the Council for Educational Development and Research or CEDaR), in anticipation of making the 501(c)(3) an active entity as a potential fundraising source for NEKIA and the emerging knowledge use work and transformation initiative.

At that time the board expressed concern about the possible legal issues involved (e.g. what's permitted with respect to "interlocking" boards) and noted the need for transparency. We then engaged legal counsel with experience in evaluating relationships such as the one between NEKIA and the Center for Knowledge Use (CKU). You will find his memo detailing the relationship below.

We recommend that the current CKU board, composed of Jim Kohlmoos, Max McConkey, and Jay Diskey, amend CKU's articles and bylaws to provide that at all times a majority of the voting members of the CKU board shall be individuals who also serve on the board of directors of NEKIA. By establishing control through these interlocking boards of directors, NEKIA can be directly involved in the governance and oversight of CKU's activities.

As also noted in the memo below, with regard to the general strategic plan of NEKIA to ramp up the fund-raising operations of CKU, it would be advisable to expand the board beyond the current complement of three directors. It is typical for foundation boards to be larger rather than smaller and to include individuals with experience in and/or an appetite for fundraising. Under the changes proposed in the memo below, a majority of the larger board would still consist of individuals also serving on the Board of Directors of NEKIA.

Memo

To: Jim Kohlmoos
John Waters

From: Thomas K. Hyatt, Esq., Ober/Kaler

Date: April 2, 2007

Re: Relationship Between NEKIA and Council for Educational Development and Research

I. Background

The National Education Knowledge Industry Association (“NEKIA”), is a District of Columbia nonprofit trade association recognized as exempt from federal income taxation as an organization described in section 501(c)(6) of the Internal Revenue Code (the “Code”). A related organization is the Council for Education Development and Research (“CEDR”), d/b/a the Center for Knowledge Use (and previously d/b/a NEKIA Communications), a District of Columbia nonprofit charitable organization recognized as exempt from federal income taxation as an organization described in section 501(c)(3) of the Code. According to its IRS determination letter, CEDR is a public charity as a publicly supported organization under section 509(a)(2) of the Code.¹ CEDR, while still incorporated and in good standing with the District of Columbia, has been largely dormant since 2003. Because its annual revenues are less than \$25,000, it has not filed, nor been required to file, a Form 990 with the IRS since 2003.

You have asked us to discuss strategies for enabling NEKIA to manage operations and finances jointly for both entities. You plan to have CEDR become more active in the near future as a fundraising source for NEKIA. Your primary question is: what is the appropriate structure for establishing legal control by NEKIA over CEDR?

¹ The most recently filed Form 990 for CEDR (2003) reports that CEDR’s public charity status is that of a publicly supported organization that supports public colleges and universities under Code sections 509(a)(1) and 170(b)(1)(A)(iv). NEKIA is looking into the discrepancy; however, absent proof to the contrary, it should be presumed that CEDR’s public charity status is that shown on its IRS determination letter—509(a)(2).

II. Analysis and Conclusions

It is very common for trade associations to have a relationship with a charitable foundation. These relationships, sometimes called in-tandem relationships, are made necessary by the fact that trade associations and charitable foundations have different rights and privileges under federal tax law. A trade or business association is an association of persons having a common interest which operates to improve business conditions for its membership. Trade associations are exempt from federal income tax as business leagues described in section 501(c)(6) of the Code. They are not charitable organizations and, as such, donations to them are not tax deductible. Charitable fundraising foundations are tax-exempt as charitable organizations described in section 501(c)(3) of the Code. Donations to charitable organizations are generally deductible to the donor. Absent these distinctions, NEKIA's and CEDR's activities could likely be carried out in a single entity.

When there is an association-related foundation, it is common for the foundation to fund raise and receive deductible gifts and grants for use in support of charitable activities carried on by the association. Or it may conduct its own activities in support of the association including seminars, training, publications, research, scholarships, fellowships, and awards. The foundation may not be used to provide general support to the association, however, and funds distributed to the association must be restricted for use only in furtherance of charitable purposes. This must be carefully specified in any written arrangements between the parties.

There are various ways to structure a relationship between a trade association and a charitable foundation; they may even have no formal relationship at all. In the case of NEKIA and CEDR, the current relationship is best described as an affiliation between related parties. They have common purposes; however, the only legal relationship between the two is a requirement in the CEDR bylaws that one of its three members be appointed by NEKIA. This is insufficient to establish control in NEKIA over CEDR.²

There is no requirement that the relationship between a trade association and a related charitable foundation be that of parent and subsidiary; however, that is generally the most effective and is the structure we recommend here. A parent-subsidiary relationship is created by establishing control in the parent organization. This can lead to managerial and governance efficiencies. This relationship will also help to ensure that after significant time, money, and resources have been invested in ramping up the operations of the foundation, it will continue to support the activities of the parent trade association and will not withhold its support or change it in favor of a different organization.

² NEKIA's auditors verified this conclusion in their report to NEKIA. They stated: "Based on our review of NEKIA Communication's by-laws, it is our determination that NEKIA currently does not control NEKIA Communications. If a decision is made to use NEKIA communications as a fundraising arm of NEKIA, we recommend that the NEKIA Communications board amend its by-laws to ensure that NEKIA is able to appoint more than 50% of NEKIA Communication's board, thereby resulting in operational control and allowing the consolidation of both financial statements."

There are various ways to establish control between a parent and a subsidiary in this context. One method would be to make CEDR a membership organization and amend its articles and bylaws so that NEKIA is its sole member. As sole member, it could be given the right to elect and remove the board of directors of CEDR, and to approve major actions by CEDR such as major distributions; material changes in scope, operations, or purposes; sale of all or substantially all of its assets; and amendment of CEDR's articles of incorporation and bylaws.

Another method, which is more direct, would be to amend CEDR's articles and bylaws to provide that at all times a majority of the voting members of the CEDR board shall be individuals who also serve on the board of directors of NEKIA. By establishing control through these interlocking boards of directors, NEKIA can be directly involved in the governance and oversight of the foundation's activities.

This change in control can be accomplished by the affirmative action of the current CEDR board of directors. CEDR bylaws require a 2/3 majority vote of directors present to amend the bylaws. (CEDR currently has only 3 sitting directors). At a regular or special meeting, the board would consider changes to the articles of incorporation and bylaws and would then vote to approve them. If this is the course of action that the board of directors wishes to follow, we will prepare appropriate resolutions for the board to discuss and vote upon. Thereafter, amended articles of incorporation would be filed with the District of Columbia. At that time, the change in control would be complete. It will be necessary, however, for NEKIA to report the change in control and include a copy of any changes in its own articles and bylaws to the Internal Revenue Service in its next Form 990 filing. There are no changes in NEKIA's bylaws that would be required to accomplish the change in control but we believe some cross-referencing provisions would be advisable and we can provide you with some appropriate language for this purpose. We understand from the auditor's report that with this change, it would also be possible and appropriate to prepare consolidated financial statements for both entities. (See footnote 2 of this memorandum).

With regard to the general strategic plan of NEKIA to ramp up the fund-raising operations of CEDR, it would be advisable to expand the board beyond the current complement of three directors. It is typical for foundation boards to be larger rather than smaller and to include individuals with experience in and/or an appetite for fundraising. Under the changes proposed herein, a majority of the larger board would still consist of individuals also serving on the Board of Directors of NEKIA.

Also, as we have discussed previously, it is important to determine (to the best of NEKIA and CEDR's ability) the scope and character of activities that CEDR reported to the IRS on its Form 1023 when it originally obtained tax-exempt status. An organization's tax exemption is based on the activities it reported at the time of filing and if CEDR's activities are about to increase or change significantly, it would be best to know what the limits of its exempt activities are. We understand that the Form 1023 for CEDR is not in CEDR's records at present and that you are continuing to search and have requested a copy from the IRS. If the Form 1023 is located and the activities reported therein are consistent with the plans for CEDR in the future, it is likely that no further filing with the IRS will be necessary. If, however, CEDR's new activities would be materially at variance with those reported on the Form 1023, it will be necessary to notify the IRS of these changes. If the changes are substantial, it may even be necessary to file a new Form 1023

for CEDR, although this appears unlikely at present. We will assist you with making this determination once the board has determined how it wishes to proceed and after review of the Form 1023 if it becomes available.

We hope that this discussion is useful to you. Please let us know how you wish to proceed with the change in control and we will prepare the appropriate documentation for your consideration.

To: NEKIA Board of Directors
From: Jim Kohlmoos and John Waters
Subject: Plans for July Board Retreat
Date: April 2, 2007

As you know, we are in the midst of planning this summer's Board retreat at Chaminade in Santa Cruz, CA on July 9-11, 2007. The planning team (Laura, Paul, Chris, Carol, Joan) has put together a fascinating framework. Building off of our explorations of the "map of the future" last year, we will be examining one of the critical hot spots on the map: specifically the implications of the emerging world of open source on knowledge production, dissemination, and, potentially, educational improvement worldwide. Here are some the questions we seek to ponder:

- How is open source affecting teaching and learning now? Looking ahead five years what are the next-generation trends of open source and the potential impact on education and schooling?
- What will be the new ways of learning from information in this environment? What will be the new ways of sharing and transferring knowledge?
- What are the implications for knowledge creation and sharing in the education R&D sector? How to define rigor and relevance of research-based knowledge in an open source "wiki" world?
- What kinds of skills and capacities does the R&D sector in education need to develop to be in a position of leadership?
- What do we (NEKIA organizations) need to know and be able to do in order to deal with new technologies and moving to the leading edge of innovation and improvement?

We are in the process of inviting three leading experts to engage us in lively and provocative informal two-to-three hour discussions about these and other questions about the future of education. We anticipate applying some the ideas generated at the retreat to shape our future collective work in the knowledge sector of education, particularly in our future plans for conferences and policy forums

John Waters will be sending registration information for the retreat to you next week. You will find an agenda outline below, including suggested arrival and departure times.

Chaminade is located 35 minutes from San Jose International Airport and 75 minutes from San Francisco International Airport.

NEKIA will coordinate requests for accommodations and requests for transportation to the resort from the aforementioned airports via the registration process. The resort offers shuttle transportation to/from both airports; rates typically run \$80.00 per person (each way) from San Jose Int'l and \$120.00 per person (each way) from San Francisco Int'l.

About the hotel: <http://www.chaminade.com>

NEKIA Retreat
July 9-11, 2007
Chaminade
One Chaminade Lane
Santa Cruz, CA 95063
(831) 475-5600

Agenda Outline

July 9th: Arrival by 4:00 p.m., Dinner, Opening Discussion

July 10th: Sessions all day; dinner in the evening

July 11th: Morning sessions; depart by Noon

Participants

25-34 (two from each full member)

Cost

Not more than \$1500/person (must cover real costs including speakers)

To: NEKIA Board of Directors
From: Jim Kohlmoos and John Waters
Subject: Communicators Institute
Date: April 2, 2007

As you might recall we sent out the following email memo in February to the designated “communicators” from our member organizations. We wish to encourage you to take advantage on this annual gathering.

.....

We wish to remind you to save the date for the 2007 NEKIA Communicators Institute, to be held in Washington, DC, June 13th and 14th. In addition to being an excellent opportunity to network with your fellow communicators at NEKIA member organizations, this year’s institute will include sessions on the development of a new branding strategy for NEKIA. Please see below for a draft agenda.

We will be sending full registration information, with detailed meeting location and hotel suggestions, to you within the next few weeks. We are meeting at Education Development Center’s Washington office, where we held the 2005 NEKIA Communicators meeting. We anticipate that the registration fee will approximate, but not exceed, last year’s fee of \$185.

As in previous years, we will be seeking volunteers to present briefly (2 minutes) during one of the “Sizzle or Fizzle” sessions on June 13th. During these sessions, we will share with each other ideas that worked or didn’t work on the topics of branding, web use, and communications in your respective organizations.

Please let us know if you have any questions or suggestions. We look forward to seeing you in June!

Draft Agenda

June 13

- | | |
|------------|---|
| 10:30-Noon | “Policy, Politics, and Visions of the Future for Education and NEKIA” <ul style="list-style-type: none">▪ Presentation and discussion with Jim Kohlmoos |
| Noon-1:00 | Lunch |
| 1:00-1:30 | Short session (Ideas that Sizzle or Fizzle) |
| 1:30-2:15 | Session “State of the Art and the Future Trends in Communications Software and Web-based Communications” <ul style="list-style-type: none">▪ Presentation and discussion with outside speaker |
| 2:15-2:30 | Break |
| 2:30-2:45 | Short session (Ideas that Sizzle or Fizzle) |
| 2:45-3:30 | Session: “Communicating Educational Research” <ul style="list-style-type: none">▪ Presentation and discussion with Mike Bowler (invited/confirmed) |

3:30-3:45	Break
3:45-4:00	Short session (Ideas that Sizzle or Fizzle)
4:00-4:45	Session: “What’s It All Mean: Implications for NEKIA members” <ul style="list-style-type: none"> ▪ Discussion among participants
4:45-5:00	Short session (Ideas that Sizzle or Fizzle)
5:00-6:00	Break
6:00-8:00	Dinner “One Year Later: Perspectives from the Publishing Industry” <ul style="list-style-type: none"> ▪ Short presentation and discussion with Jay Diskey (invited/confirmed)

June 14

8:00-8:30	Breakfast
8:30- 10:00	Working session on NEKIA Branding Strategy
10:00-10:30	Break
10:30:-11:30	Working session on NEKIA Branding Strategy
11:30- noon	Review and De-brief

REFERENCE MATERIALS (SENT UNDER SEPARATE COVER)

EDUCATION SCIENCES REFORM ACT (ESRA)

NEKIA POSIITIONS IN 2002 FOR ESRA

2007 BOARD HANDBOOK

- Board Members
- Membership list
- 2007 Calendar
- NEKIA By-laws and Policies