



# National Education Knowledge Industry Association

## **2005 Board of Directors Winter Meeting**



**Inauguration Week**  
**January 17-18, 2005**  
**Washington, DC**

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# **National Education Knowledge Industry Association**

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January 10, 2005

Dear Members of the Board of Directors,

Happy New Year! We look forward to seeing all of you at our strategically important meeting Washington, DC, on January 17-18, 2005. We anticipate a productive gathering with many critical issues to consider as we seek to effectively position the trade association for both the second term of the Bush Administration and the first session of the 109<sup>th</sup> Congress.

We hope you will be able to review all of the materials in this booklet before the meeting, particularly the proposal for the 2005 Government Relations Plan as well as the discussion papers for business development and membership development.

You will recall from our annual meeting in November that the Board established an ambitious agenda for FY 2005. Our top priority will continue to focus on shaping the public policy environment in terms of both funding and policy implementation. We will also be moving forward with the burgeoning business development work and our new multi-faceted knowledge utilization initiative. To provide industry leadership and favorably shape the education market place, we will concentrate as well on building greater capacity within the trade association and expanding our base of participation. While every year is a “watershed” year for the trade association, FY 2005 promises to be even more significant as our members compete for new contracts and grants within a very tightly budgeted policy environment. This will be a year of great challenge and great possibility for all of us.

Please note that this will be a very active week in Washington DC with all of the official and unofficial Inaugural activities happening throughout the area. We hope that some of you will take advantage of the historic moment to stay in Washington after the meeting and attend some of the activities.

As always we look forward to breaking bread, raising a glass, and talking with all of you in what promises to be another important meeting in Washington. Until then,

Chris Dwyer  
Chairman of the Board

Jim Kohlmoos  
President and CEO

# **SCHEDULE OF ACTIVITIES**

**To: Board of Directors**  
**From: John Waters**  
**Subject: Schedule of Activities for the Week**

You will see below the schedule of activities for January 17-18. We will do all that we can to make this week productive and convenient for all of you. Please don't hesitate to contact me with any changes in your plans or questions about the logistics.

**Monday, January 17**

5:00-6:00 p.m. NEKIA Communications Board meeting  
*(Kohlmoos, McConkey, Diskey)*

6:00-8:00 p.m. Members' Dinner  
*(Full members and affiliates)*  
Location: McCormick & Schmick's  
2010 Crystal Drive  
Arlington, VA 22202

**Tuesday, January 18**

Location: Crystal City Marriott  
1999 Jefferson Davis Highway  
Arlington, VA 22202  
ROOM: TBD

8:00-9:30 a.m. Executive Committee Meeting  
*(Dwyer, Kershner, Hoover, Ames, Thomas, Herman, Kohlmoos)*

9:30 a.m.-3:00 p.m. Board Meeting  
*(All Board members)*

4:00-6:00 p.m. Capitol Hill Reception for Senator Enzi  
430 Dirksen Office Building  
Washington, DC

# **BOARD MEETING AGENDA**

**To: Board of Directors**  
**From: Jim Kohlmoos**  
**Subject: Board Meeting Agenda on January 18**

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 day. Chris Dwyer as the Board Chair will guide us through the agenda.

Room: TBD

**8:00-9:30 a.m. Executive Committee Meeting**  
*(For Executive Committee members only)*

**9:30- 10:00 a.m. Board Meeting---Operations**

- Welcome
- Agenda ---Review (*See pages 6-8*)
- Minutes---Review and decide (*See pages 9-17*)
- 2004 Financial Statements ---review (*See pages 18-22*)
- 2005 Work Plan --- Review (*See reference materials*)
- CEO's appraisal and compensation --- Discuss (*See pages 23-24*)

**10:00- 11:30 a.m. Government Relations**

- Current environment --- Review
- News from the Department of Education --- Discuss
- Proposed 2005 Government Relations Plan --- Decide (*See pages 25-36*)
- Strategies and positioning for the next three months and beyond--- Discuss

**11:30-11:40 Break**

**11:40-Noon Sector Group Issues**

- When to bring sector group issues before the full board --- Discuss

**Noon-1:15 p.m. Working Lunch and Knowledge Utilization Initiative**

- Key findings from the visioning process --- presentation
- Next steps --- discuss

**1:15-1:30 p.m. Break**

**1:30-2:15 p.m. Business Development**

- Preliminary 2005 Plan --- Discuss (*See pages 44-51*)

**2:15- 2:45 p.m. Membership Development Plan**

- Prospects and outreach ---discuss (*See pages 37-43*)

**2:30-3:00 p.m.      Announcements, Updates, Intelligence**

- 2005 Policy Forums
- AERA Conference plans
- NEKIA Policy Institute
- NEKIA Communicators Institute
- New developments and intelligence

**3:15-4:00 p.m.      Transport to Capitol Hill**

**4:00-6:00 p.m.      Capitol Hill Reception Honoring Senator Enzi**  
Co-hosted by NEKIA

# **MINUTES: BOARD OF DIRECTORS**

## **DRAFT MINUTES**

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

**Leesburg, VA  
November 17, 2004**

The following Board members or their representatives were present: Nancy Ames, Tom Barlow, Chris Dwyer, Diny Golder-Dardis, Wes Hoover, Keith Kershner, Paul Kimmelman, Jim Kohlmoos, Laura Lefkowits, Max McConkey, Marilyn Murphy, Doris Redfield, Jack Sanders, and Bernice Stafford.

Staff present: Marcia Knutson and John Waters

#### **Overview of the Meeting**

Wes Hoover opened the meeting at 2:08 p.m. and briefly reviewed the agenda. Attendees introduced themselves for the benefit of the new members at the table.

#### **NEKIA Operations**

Keith Kershner moved to approve the draft minutes of September 21, 2004; Chris Dwyer seconded. The minutes were approved unanimously. Doris Redfield moved to approve the draft minutes of October 18, 2004 conference call; Laura Lefkowits seconded. The minutes were approved unanimously. Wes Hoover noted that the minutes of the October 11 Executive Committee conference call (provided as an information-only item) mistakenly omitted the selection of Keith Kershner as an at-large member of the NEKIA Executive Committee.

Jim reviewed the financial statements through September 30, 2004, noting that NEKIA would not be forced to rely on financial input from NEKIA Communications, and that the expenditures for business development had been lower than the budgeted amount.

#### **Work Plan**

Jim reviewed the progress report for the 2004 work plan, explaining the ratings assigned to each area of work. Wes indicated that the ratings system was a useful guide in evaluating the association's scope of work.

#### **Government Relations**

Marcia Knutson reviewed the status report included in the board materials, and the omnibus spending package, which will include the Labor/HHS/Education bill. Marcia indicated that the omnibus will include an across-the-board cut, though it is not clear how much the cut will be.

Marcia previewed the congressional landscape for calendar year 2005, noting that Higher Education and Vocational Education will be the major reauthorizations during the year. She also previewed the anticipated shifts in committee leadership: Mike Enzi is likely to become the chairman of the Senate HELP committee, with Judd Gregg moving to the budget committee. In the House, the chairmanship of the full appropriations committee should be assumed by Jerry Lewis, Hal Rogers, or Ralph Regula. If Regula were to assume the full committee chairmanship, it would result in an opening on the subcommittee which he currently chairs.

The board then discussed preliminary ideas for 2005 government relations priorities and strategy, as outlined in a handout distributed by Marcia.

### **Business Development**

Jim reviewed the final report on the year's business development activities, and indicated that the capacity survey would be re-sent to the board and serve as a basis of discussion during the January 2005 board meeting.

The board discussed the scope of work, emphasizing the value of connecting the government relations and business development efforts. Chris noted that this is a theme to be applied not just for the Department of Education, but for other target markets as well, and that the items identified as Tier II issues may also be business opportunities.

The next step in the business development work will be the presentation of the 2005 plan at the January board meeting.

### **CEO Appraisal**

The board conducted the performance appraisal of Jim Kohlmoos in executive session.

Tom Barlow moved to establish the use of a formal appraisal/review process each year, to conduct a market analysis of compensation for similar positions, and to eliminate the CEO's allotment of "consulting" days. The board decided it would be helpful to consider this consolidated motion in a disaggregated form. Tom re-moved to establish the use of a formal appraisal/review process each year; Laura seconded. The motion was approved unanimously. Tom moved to eliminate the CEO's use of "consulting" days; Doris Redfield seconded. The board discussed its desire to have as much of a full-time president of the association as possible, while also noting the nature of the negotiated settlement for the consulting allocation between Jim and the board. Bernice Stafford suggested the establishment of a Compensation Committee to address the situation. Tom withdrew the motion, whereupon a consensus of the board was adopted for the establishment of a compensation committee, which would review a full range of options for altering the current arrangement and would perform a market analysis of compensation for similar positions.

## **Decisions for 2005**

Jim, as spokesman for the Executive Committee, presented the following proposals:

- **The 2005 Work Plan**: Laura moved to adopt; Wes seconded. The motion was approved unanimously.
- **The 2005 Budget**: Keith Kershner moved to adopt; Glen Harvey seconded. The motion was approved unanimously.
- **Associate Membership Fees**: Laura moved to adopt; Jack Sanders seconded. The board discussed the proposal, expressing its concern at the service level afforded those in the associate member category. The proposal was tabled, and will be addressed again during the December board conference call.
- **2005 Chair-Elect and At-Large Executive Committee Members**: Glen moved to adopt the Executive Committee's nominations of Carol Thomas to become Chair-Elect, and of Nancy Ames, Joan Herman and Keith Kershner to serve as at-large Executive Committee members; Bernice seconded. The motion was approved unanimously.
- **Alliance Membership Board Representation**: Bernice moved to accept the Math/Science Consortia and Comprehensive Center Alliance nominations of Keith Kershner and Henry Mothner, respectively, to continue to serve as representatives to the NEKIA board; Jack Sanders seconded. The motion was approved unanimously.

## **Announcements and Updates**

Jim presented updates on membership development, the upcoming meeting of the visioning group for the Knowledge Utilization Initiative, January board meeting plans, and the policy forums being planned by NEKIA with the National Academies and the Progressive Policy Institute.

## **Passing of the Gavel**

Wes Hoover passed the gavel to Chris Dwyer, who is Chairperson of the Board of Directors for 2005.

The meeting was adjourned at 5:11 p.m.

## **DRAFT MINUTES**

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

**By Conference Call  
December 13, 2004**

The following Board members or their representatives were present on the call: Nancy Ames, Adie Becker, Chris Dwyer, Diny Golder-Dardis, Glen Harvey, Wes Hoover, Keith Kershner, Jim Kohlmoos, Laura Lefkowitz, Max McConkey, Marilyn Murphy, Carol Thomas, and Ludy van Broekhuizen.

Staff Present: Marcia Knutson and John Waters

#### **Overview of the Meeting**

Chris Dwyer opened the meeting at 3:05 p.m. and briefly reviewed the agenda.

#### **Associate Membership**

Chris and Jim Kohlmoos described the proposal, which was presented to the board in the conference call background materials. The board discussed the proposal and its possible impact on the current roster of associate members, then agreed unanimously to adopt the proposal.

#### **Calendar Revision**

Jim presented the proposal to revise the NEKIA events calendar. The revision would involve changing the August meeting and retreat dates to November of 2005, and altering the venue to Washington, DC. The board discussed the proposal and unanimously approved the change.

#### **Information Items**

Jim provided information on the status of 2005 appropriations and prospects for 2006. He also indicated that he had conducted a review of the November 2004 retreat, and would distribute a written report to the board. Finally, Jim informed the board that NEKIA has learned that Robert Lerner failed to receive confirmation by the Senate for his appointment to the National Center for Education Statistics.

#### **Updates**

- Marcia Knutson reviewed the status of the RAC process and competitions, noting that the timeline is a source of concern.

- Jim reviewed the plans for the December 15<sup>th</sup> visioning group meeting, and agreed to send the list of the participants to the board.
- Jim reviewed the R&D Center report language, and indicated that the Executive Committee will draft guidelines for a process of when sector group issues should be brought to the full board of directors for its consideration.
- Jim indicated that NEKIA is continuing to work on the membership development plan, and that he is continuing to discuss membership with AIR.
- Jim and John reviewed plans for the January board meeting, and informed the board of the possibility of a group outing to a performance by political satirist Mark Russell at Ford's Theatre on January 18<sup>th</sup>.
- Chris Dwyer reviewed the development of the CEO appraisal process, noting the examination of the role of board members, the use of consulting days, and the identification of benchmarks used by other organizations and how they would be used.

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

# **MINUTES: EXECUTIVE COMMITTEE**

## **DRAFT MINUTES**

### **NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING**

**Leesburg, VA  
November 17, 2004**

The following Executive Committee members participated: Chris Dwyer, Wes Hoover, Jim Kohlmoos, and Bernice Stafford.

Staff participating: Marcia Knutson and John Waters

#### **Overview of the Meeting**

Wes Hoover opened the meeting at 12:30 p.m. Jim Kohlmoos reviewed the board meeting agenda. The committee suggested adjusting the agenda so that the discussion of NEKIA operations would occur after the discussion of the NEKIA work plan. The committee also noted that the minutes of the October 11, 2004, Executive Committee conference call should be amended to reflect the appointment of Keith Kershner to the Executive Committee for 2005.

#### **Performance Appraisal**

The Executive Committee met in executive session to review the performance of Jim Kohlmoos.

#### **Membership Development Strategy**

Jim reviewed the membership development strategy as outlined in the executive committee materials. The committee discussed methods of targeting potential members, and decided that the next step would be to do a case study, applying the matrix featured in the executive committee materials to several targets.

#### **Updates**

Jim provided updates on the following items:

- His consulting work with Earth Force and the Knowledge Works Foundation.
- The Knowledge Utilization Initiative and the convening of a “visioning” group on December 15<sup>th</sup>.
- The ongoing preparations for policy forums to be co-hosted by the National Academies and the Progressive Policy Institute.

- The 2005 government relations and business development plans, which NEKIA staff will be working on during the next two months and presenting to the board in January.
- Relationships with AESA, AEP, IES, and the EIA.

The meeting was adjourned at 2:00 p.m.

# **FINANCIAL STATEMENTS**

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## NEKIA Balance Sheet as of 11/30/04

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### ASSETS

Current Assets		
SUNTRUST 206885792	(11,630.59)	
PRIME OBLIGATION MMF	24,654.44	
NEKIA ESCROW ACCOUNT	35,339.98	
ACCOUNTS RECEIVABLE	38,308.00	
Total Current Assets		86,671.83
Property and Equipment		
FURNITURE & FIXTURES	44,415.91	
EQUIPMENT	28,819.40	
LEASED EQUIPMENT	3,994.90	
ACCUMULATED DEPRECIATION	(24,031.65)	
Total Property and Equipment		53,198.56
Other Assets		
Total Other Assets		<u>0.00</u>
Total Assets		<u><u>139,870.39</u></u>

### LIABILITIES AND CAPITAL

Current Liabilities		
ACCOUNTS PAYABLE	22,359.87	
T/P-MED W/H	325.10	
T/P VA W/H	(325.10)	
A/P - 401K WITHHOLDING	(2,367.20)	
ACCRUED VACATION	1,289.96	
PREPAID MEMBERSHIP DUES	26,000.00	
Total Current Liabilities		47,282.63
Long-Term Liabilities		
TENANT SECURITY DEPOSITS	3,275.28	
ACCRUED RESERVES	3,992.91	
Total Long-Term Liabilities		<u>7,268.19</u>
Total Liabilities		54,550.82

Capital	
RESTRICT FUND BALANCE	5,282.87
UNRESTRICTED FUND BALANCE	92,827.59
Net Income	<u>(12,790.89)</u>
Total Capital	<u>85,319.57</u>
Total Liabilities & Capital	<u><u>139,870.39</u></u>
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## NEKIA Income Statement for the 12 Months Ending 11/30/04

	Year to Date Actual	2004 Budget	Variance
<b>Revenues</b>			
MEMBERS - ANNUAL DUES	585,787.50	543,000.00	(42,787.50)
MEMBERS - BUS DEV INITIATIVE	32,625.00	32,750.00	125.00
MEMBERS - EXPENSE REIMB	20,214.50	22,000.00	1,785.50
NEKIA COMM - MANAGEMENT FEES	0.00	24,000.00	24,000.00
NEKIA COMM - EXPENSE REIMB	0.00	6,500.00	6,500.00
NEKIA COMM - BUS DEV INITIATIV	0.00	27,250.00	27,250.00
OTHERS - RENTAL INCOME	92,333.03	88,050.00	(4,283.03)
OTHERS - INTEREST INCOME	966.99	1,500.00	533.01
OTHERS - MISCELLANEOUS INCOME	1,722.00	0.00	(1,722.00)
<b>Total Revenues</b>	<b>733,649.02</b>	<b>745,050.00</b>	<b>11,400.98</b>
<b>Expenses</b>			
ADVERTISING & PROMO MATERIALS	0.00	2,500.00	2,500.00
BANK CHARGES & FEES	132.20	300.00	167.80
BUS DEV INITIATIVE EXPENSES	35,169.01	60,000.00	24,830.99
COMPUTERS - DO NOT POST	3,385.52	0.00	(3,385.52)
COMPUTERS - WEBSITE MAINT	5,497.38	7,000.00	1,502.62
COMPUTERS - INTERNET FEES	4,527.70	3,700.00	(827.70)
COMPUTERS - SERVICE & REPAIRS	5,389.00	3,000.00	(2,389.00)
CONSULTANTS	72,617.35	60,000.00	(12,617.35)
CONFERENCES FEES & EXPENSES	3,075.73	0.00	(3,075.73)
DUES & SUBSCRIPTIONS	11,079.46	9,100.00	(1,979.46)
ENTERTAINMENT & MEALS	3,700.94	4,000.00	299.06
EQUIPMENT LEASES	1,558.31	1,500.00	(58.31)
GIFTS & AWARDS	694.76	1,000.00	305.24
INSURANCE - HEALTH	24,748.00	21,453.00	(3,295.00)
INSURANCE - DISABILITY	0.00	2,000.00	2,000.00
INSURANCE - BUSINESS	884.00	2,700.00	1,816.00
INSURANCE - WORK COMP	1,356.00	950.00	(406.00)
INTEREST EXPENSE	178.11	100.00	(78.11)
LOBBYING FEES	3,300.00	14,000.00	10,700.00
LOBBYING EXPENSES	550.00	0.00	(550.00)
LOBBYING TAXES PAID	7,243.25	8,000.00	756.75
MEETINGS - BOARD OF DIRECTORS	11,225.63	14,800.00	3,574.37
MEETINGS - OTHER MEETINGS	36,153.94	36,000.00	(153.94)
OFFICE SUPPLIES & EXPENSES	2,960.51	3,300.00	339.49
PAYROLL - SALARIES	275,996.88	265,080.00	(10,916.88)
PAYROLL - TAXES	17,620.73	22,575.00	4,954.27

	Year to Date Actual	2004 Budget	Variance
PENSION CONTRIBUTIONS	13,241.64	14,400.00	1,158.36
POSTAGE & DELIVERY	1,324.09	1,500.00	175.91
PRINTING & COPYING	1,257.33	500.00	(757.33)
PROFESSIONAL DEVELOPMENT	1,155.00	1,000.00	(155.00)
PROF FEES - ACCOUNTING	15,515.17	14,500.00	(1,015.17)
PROF FEES - LEGAL	1,398.74	3,000.00	1,601.26
PROF FEES - PAYROLL SERVICE	1,375.18	1,000.00	(375.18)
PROF FEES - PENSION ADMIN	1,312.00	2,000.00	688.00
RENT	132,460.28	125,101.00	(7,359.28)
REPAIRS & MAINT - DO NOT POST R&M - MAINTENANCE	2,951.78	0.00	(2,951.78)
CONTRACTS	0.00	2,100.00	2,100.00
R&M - EQUIPMENT REPAIRS	0.00	300.00	300.00
STORAGE EXPENSE	801.03	1,300.00	498.97
TAXES & LICENSES	0.00	0.00	0.00
TELEPHONE, FAX, & CELLULAR	7,269.89	9,950.00	2,680.11
TRAVEL EXPENSES - DO NOT POST	872.21	0.00	(872.21)
TRAVEL - LOCAL	1,549.12	1,600.00	50.88
TRAVEL - LONG DISTANCE	11,950.64	11,800.00	(150.64)
UTILITIES	6,483.50	7,600.00	1,116.50
	<hr/>	<hr/>	<hr/>
Total Expenses	729,962.01	740,709.00	10,746.99
	<hr/>	<hr/>	<hr/>
Net Income	3,687.01	4,341.00	653.99
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# **2005 CEO PERFORMANCE REVIEW PLAN**

**TO: Executive Committee**  
**FROM: Chris Dwyer**  
**RE: Performance Review Plan for 2005**  
**DATE: December 27, 2004**

Popular acclaim suggests that the performance review plan that Wes crafted and led last year is sound and should be the basis for next year's review. Below is the suggested approach for 2005 with only a few modifications.

**Criteria for Formal Feedback:**

Skills: Leadership and Initiative (Skill weight: 50%)

Skills: Management and Planning (Skill weight: 30%) [note suggested addition 5%]

Skills: Communication /Collaboration (Skill weight:20%) [note suggested reduction 5%]

Work Plan: Public Policy (Work plan weight. 55%)

Work Plan: Industry Leadership (Work plan weight: 25%)

Work Plan: Business Development (Work plan weight: 10%)

Work Plan: Organizational Development (Work plan weight: 10%)

[Note: changes made in Work Plan criteria to reflect overall work plan language and weights]

**Informal Feedback:**

Jim identifies questions/concerns/feedback areas which are discussed by Executive Committee (Feb 14 call; June 13 call). Draft written by Chris and shared by Executive Committee with Jim on March 14 (executive committee call); June 27 (in person).

**Formal Feedback:**

Executive committee discusses annual feedback and ratings in light of criteria during September 12 call, members draft sections of formal feedback report.

During Sept, we solicit written feedback from full Board.

During Sept, Chris gathers feedback by phone from Marcia Knutson and John Waters [new activity]

During Sept, Jim prepares self-assessment.

Obtain updated compensation benchmark information during Sept.

Executive committee discusses overall summary of formal feedback report prepared by Chris which incorporates Board and staff information during October 11 call. Executive committee develops salary recommendation.

Chris prepares final written summary and provides to Board and Jim.

During November Executive Committee meeting, we discuss feedback with Jim.

During November Board meeting, in executive session, we present salary recommendation for approval. Full Board has opportunity to augment discussion.

Note: This plan assumes that a portion of already scheduled Executive Committee calls/meetings would be used for the appraisal process rather than setting separate times—to the extent possible.

# **Proposal for Board Decision**

- **2005 Government Relations Plan**

# MEMORANDUM

**To:** NEKIA Board of Directors  
**CC:** PAG

**From:** Jim Kohlmoos, Marcia Knutson

**Date:** January 10, 2005

**Subject:** Proposed Plan for Government Relations for 2005:  
Appropriations, Authorizations, and Implementations

## Overall

We are pleased to send the proposed plan for NEKIA's government relations work for 2005. This plan will be used both to organize our work over the course of the year and to assess our progress in each priority area at key points during the year.

In reviewing the plan, you should know that the plan is aligned with the Board approved 2005 Work Plan and uses the basic frame work from last year's first GR plan. The plan is similar in structure and concept to last year's priorities and strategies but with several noteworthy differences. First, there is the proposed addition of Comprehensive School Reform and the Research, Development and Dissemination account to the TIER 1 appropriations priorities. Both of these items will be discussed at the Board meeting. This year's implementation efforts will concentrate on the Lab and Comprehensive Centers competitions.

Finally we wish to note that at this point the policy and political environment in Washington is very dynamic and unpredictable. A new Congress can hold any number of possibilities and surprises. Please note that we have developed this plan prior to the release of the President's 2006 budget request and the leadership change at the Department of Education. These factors and more could require us to shift our priorities and strategies to address new realities. Thus the Board may need to revisit some of the components during the course of the year. In this respect the plan should be viewed as a living document subject to changes in the environment.

## **NEKIA Government Relations Plan – 2005**

As the 2005 NEKIA work plan indicates, our government relations (GR) program continues to be the top priority area of NEKIA's work. This document will serve as a framework to guide our work during the course of the year, with obvious caveats that the election and organization of the new Congress will undoubtedly have some effect on our agenda.

### **Issue Areas**

Similar to last year, we will focus our efforts on three issue areas:

- *Appropriations*—securing funding for designated programs for government fiscal year 2006
- *Implementation*—monitoring and participating in the process of implementing rules and regulations pertaining to the competitions of the Regional Education Labs, the new Comprehensive Centers and the R&D Centers, as well as further rule makings relating to the No Child Left Behind Act and the Education Sciences Reform Act of 2004
- *Authorizations*—establishing a Knowledge Utilization office and leadership position within the Department of Education through the introduction (and eventual enactment) of the Knowledge Utilization Act; creating or redesigning federal programs in the Higher Education Act, VocEd (Perkins.), and other legislation that may be introduced that is of interest to NEKIA members (for example, Senator Coleman's, COMPETE Act.)

### **Priority Categories**

You will see below that within these three broad categories, we have prioritized the specific issues into two "tiers" as follows:

- *Tier I* --- priorities are the areas in which staff and members will devote the most effort and attention. These efforts include initiating direct advocacy and lobbying strategies, mobilizing grassroots support, closely monitoring of Administration and Congressional activities.
- *Tier II* --- priorities are those in which NEKIA members have interests, but where NEKIA staff efforts are limited to monitoring and responding to and participating in coalition activities (sign on letters, group position statements, interest group meetings). Should an issue warrant proactive attention, it could be moved to Tier 1; NEKIA will not initiate advocacy activities on Tier II issues.

### **Issues and Positions, Tier I**

(Tier I --- NEKIA staff and PAG members will devote the most effort and attention to Tier I issues. Proactive efforts will include initiating direct advocacy strategies, mobilizing grassroots support, closely monitoring of Administration and Congressional activities).

**Appropriations (federal government fiscal year 2006)**

Regional Education Laboratories (Line item under Research and Statistics account, IES)

HR 5006: \$66.7 M  
S 2610 \$66.7  
HR 4818-FY05- final: \$66.131 M

FY 06 Request: \$88.7 M  
Increase: \$22 M (33%)

Comprehensive Centers (School Improvement Programs-SIP)

HR 5006: \$57.2 M for all programs to be consolidated:  
S. 2610: \$57.2 M consolidated  
HR 4818-FY05- final: \$56.824 M

FY 06 Request: \$76.6 M  
Increase: \$19 M (33%)

***Recommended additions/modifications to TIER 1 Priorities***

Research Development and Dissemination - Including R&D centers (IES)

FY 04 final: \$165.5 M  
HR 5006: \$165.5 M  
S. 2610: \$165.5 M  
HR 4818-FY05- final: \$164.193 (including favorable language on R&D centers)

FY 06 Position: TBA.

Comprehensive School Reform (Office of Elementary and Secondary Education – OESE)

FY 04 Final: \$307.9 M (\$233.473 M in ESEA, \$74.5 in  
Innovation/Improvement  
HR 5006: \$80 M but encourages schools to use 4% of school improvement  
funds (approx. \$520 M) in FY 05 to support successful CSR  
models.  
S. 2610: \$233.6 M  
HR 4818-FY05- final: \$205.344 M

FY 06 Position: TBA

**Authorizations**

The Knowledge Utilization in Education Act of 2005: To be modified from the 2004 version that was introduced in the House in order to obtain stronger bipartisan support. We will seek additional supporters and a Senate champion as well as more Republican support in the House. Target date for introduction is spring 2005.

## **Implementation**

Competitions: Our primary implementation focus will be on the competitions for the Regional Education Labs, the reorganized Comprehensive Centers, and the R&D centers, including:

- RFP Content and Regional Advisory Committees evaluations and recommendations for Labs and CC's
- Funding for the R&D centers per FY05 report language
- Peer review panels

ESRA issues: We will also focus attention on the implementation of key provisions in ESRA including:

- Guidance and regulations for scientifically based research
- What Works Clearinghouse development
- Contracting "intelligence" for relevant programs
- Development of president's annual budget request
- IES Priorities Plan and IES Board activities

## **Issues and Positions, Tier II**

Tier II --- NEKIA staff will limit its efforts to responding to and participating in coalition activities (sign on letters, group position statements, and interest group meetings. Should an issue warrant proactive attention, it can be elevated to Tier I.

### **Appropriations (federal government FY 06)**

#### Math/Science Partnership (School Improvement Programs-SIP)

FY 04 Final: \$149 M  
HR 5006: \$269.1 M (includes \$120M formerly funded through NSF)  
S. 2610: \$200 M  
HR 4818-FY05- final: \$178.56 M  
(additional \$79 M at NSF for continuation grants only)

FY 06 Position: TBA

#### 21<sup>st</sup> Century Community Learning Communities [After School]-(SIP)

FY 04 Final: \$999 M  
HR 5006: \$999 M  
S. 2610: \$1.007 B  
HR 4818-FY05- final: \$991.077 M

FY 06 Position: TBA based upon After School Alliance action and the President's budget request

#### Title I (OESE)

FY 04 Final: \$12.3 B

HR 5006: \$13.3 B  
S. 2610: \$13.557 B  
HR 4818-FY05- final: \$12.739 B

FY 06 Position: TBA based upon EI/Sec coalition action and the President's budget request

Even Start (OESE)

FY 04 Final: \$246.9 M  
HR 5006: \$226.9 M (Floor amendment shifted \$20 M to Title V)  
S. 2610: zero  
HR 4818-FY05- final: \$225.094 M

FY 06 Position: TBA based upon coalition action and the President's budget request.

Reading First (State grants)

FY 04 Final: \$1 B  
HR 5006: \$1.125 B  
S. 2610: \$1.062 B  
HR 4818-FY05- final: \$1.041 B

FY 06 Request: TBA based upon coalition action and the President's budget request.

Striving Readers (OESE)

FY 04 Final: (new in FY05)  
HR 5006: \$100 M  
S. 2610: \$25 M  
HR 4818-FY05- final: \$24.8

FY 06 Request: TBA based upon coalition action and the President's budget request

State Grants for Innovative Programs (SIP)

FY 04 Final: \$296.5 M  
HR 5006: \$20 M  
S. 2610: zero  
HR 4818-FY05- final: \$198.4 M

FY 06 Request: TBA based upon coalition action and the President's budget request

Statewide Data Systems (IES)

FY 04 Final: New program in FY 05  
HR 5006: \$30 M

S. 2610 \$40 M  
HR 4818-FY05- final: \$24.8 M

FY 06 Request: TBA based upon coalition action and the President's budget request

Parental Information and Resource Centers (Office of Innovation and Improvement-OII)

FY 04 Final: \$41.9 M  
HR 5006: zero  
S. 2610 \$41.9 M  
HR 4818-FY05- final: \$4.18 M

FY 06 Request: TBA based upon coalition action and the President's budget request

## **Authorizations**

Higher Education Act Reauthorization:

- Status: Due for reauthorization in the 108<sup>th</sup> Congress, but was not completed.
- Position: Support the infusion of evidence-based, scientifically based research and other issues as the bill develops. Follow guidance of Higher Education associations.

Carl D. Perkins Vocational and Technical Education Act (Perkins):

- Status: Due for reauthorization in the 108<sup>th</sup> Congress, but was not completed
- Position: Follow guidance of the Association for Career and Technical Education and the State Directors of Vocational Education in formulating positions and support for their efforts in reauthorization. Include special attention to Adolescent Literacy component.

E-Rate:

- Status: EdLinc Coalition successful in obtaining one year exemption from Antideficiency Act that restricts the obligation and flow of funds to schools and libraries, but program needs permanent exemption.
- Position: Support EdLinc coalition efforts to introduce and enact permanent exemption.

## **Implementation**

NCLB and ESRA issues

- OMB "PART" process; (evaluations [of labs] to be used in determining future Budget requests)
- Discretionary grant competitions schedule
- ED review of state plans

- Formula grant awards schedule
- ED staffing patterns and organizational developments
- ED strategic plan implementation activities
- ED sponsored meetings and conferences
- Political leadership appointments
- Allocation of funds with key program accounts including national activities for Technology, Safe and Drug Free Schools, and After School and other RD&D and evaluation funds

## **Strategies and Tactics**

**Overall Approach**—We will use the same fundamental grass roots, constituent-driven strategy employed over the past several years. The approach involves an on-going process of intelligence gathering, information sharing, targeting and positioning, constituent outreach, and materials developments. As a relatively small trade association with a cadre of highly experienced government relations specialists in many member organizations, we collectively have a unique capability to adjust to a changing policy environment and activate a broad and diverse base of support from around the country.

**Roles and Activities** ---The overall approach depends upon a strong mutually supportive working relationship between NEKIA staff and the members' designated staff. Specifically, our respective roles will be as follows:

### NEKIA Staff:

- *Positions*—Propose positions and priorities for approval by PAG and Executive Committee
- *Congressional monitoring and action*—Monitor and participate when appropriate in hill activities on issues of interest to NEKIA members, including but not limited to education appropriations and education authorization measures, (such as hearings and markups) and promote the NEKIA position through staff visits, position statements, sample materials, and hearing testimony
- *Executive Branch monitoring and action*—Monitor and participate in Departmental implementation issues relative to the No Child Left Behind Act (NCLB) and the Education Sciences Reform Act (ESRA)
- *Relationship building*—Establish and maintain close contact with appropriate hill staff and department personnel
- *Materials and activities*--Initiate activities with member organizations and professional colleagues, including letters, coalition letters, visits
- *Cultivation*—Identify and recruit cultivate champions
- *Assistance*—Assist member organizations in working with their own representatives
- *Coalitions*—Generate support of other education groups and interests in support of our positions

- *Coordination*—Coordinate efforts among NEKIA member organizations

NEKIA Member:

- *Targeting*—Identify key members of congress within district, state or region (with help from NEKIA staff)
- *Relationships*—Establish and maintain relationship with those offices; seek commitments for support of NEKIA priorities
- *Contacts*—Keep NEKIA staff informed of hill contacts
- *Materials and resources*—Develop materials for hill and administration targets that promote association’s positions based on their own efforts and activities
- *Outreach*—Secure end user’s support and advocacy for NEKIA positions and facilitate communications (letters, visits, phone calls) with Members of Congress.
- *New Member Outreach*—Initiate contact with all new Members of Congress within region, educate member on organization and issues with concentration on members of Education related committees

**Targeting**—Another key element of the strategy is identifying key Members of Congress and Administration officials who can help advance our positions on various issues. With the PAG the NEKIA staff will develop a master list of targets for nurturing or developing relationships. This master list will be completed in early February and refined throughout the year as conditions and relationships change.

**Timing and Calendar**—Because the Congressional calendar is so fluid, we need to be very attentive to the changing conditions and the best times to activate various elements of the overall strategy. We have developed a master calendar and have focused specific attention on intervals of 45-60 days. We will work with the PAG members on implementing and adjusting the calendar.

## Addendum

- New Congress: First 60 days- Activities

**POLICY ACTION GROUP**  
**Activities for the new 109<sup>th</sup> Congress**  
*Materials and tasks to complete leading into the  
 March policy meeting in Washington*

<b>Timing</b> <i>Reminders for activities will be included weekly NEKIA update.</i>	<b>NEKIA Action</b> <i>Sample letters, etc. will be forwarded to membership with the NEKIA Update.</i>	<b>PAG Action</b> <i>Always copy NEKIA on hill correspondence</i>
Following completion of the FY05 Omnibus Appropriations bill	<u>Thank you letters.</u> NEKIA will send thank you letters to members of the Appropriations subcommittee.	<u>Thank you letters</u> to members of Congress who were helpful or supportive during the appropriations process.
Early January	New Members and Hill rosters. NEKIA will send PAG new hill rosters as soon as they are available.	<u>Congratulations Letters:</u> Send letters of congratulation to reelected and newly elected members of Congress in your region.
Early February, after release of President's Budget Request.	<u>Budget Response.</u> NEKIA will send letters to MCs in response to the President's Budget.	PAG members are encouraged to share their reaction to the budget with their members of Congress.
February, Following assignments of new committees	NEKIA will contact new members of the LHHS subcommittee and the Education committees to introduce our association and members, and our agenda.	PAG members are encouraged to contact new members of relevant committees who serve your region and introduce yourself and your organization.
Begin immediately, to be completed in early February, after release of President's Budget Request.	<u>Talking Points.</u> Using information provided by NEKIA members, NEKIA will draft a list of Talking Points that support our overall appropriations requests. This will also be used as a "leave behind" for hill visits.	<u>Talking Points.</u> Using your own organization's information, create a short list of Talking Points illustrating your organization's need for the funding increases that you are requesting. As much as possible, use numbers to illustrate how many more students (or schools or

		whatever) could be served if the appropriations committee provides the requested amount. This should also be prepared as a leave behind and printed on your letterhead.
February, after Budget released.	<u>Sample Wish List Letters.</u> NEKIA will seek support for funding priorities and provide sample letters to hill offices for their use in communicating with their congressional colleagues.	<u>Sample letters for Hill Staff.</u> After asking for support, ask your MC to communicate with members of the LHHS subcommittee in support of your request. Give them a sample letter.
Ongoing.		<u>Sample letters for End Users.</u> Identify customers or end users of your products who would be willing to communicate with members of Congress in support of your requests. Prepare sample letters for them, but don't make them too technical. These letters should express the value of your products, but should not focus on a particular legislative request.
Ongoing	Will act as conduit for members to contact each other.	<u>Collaborate.</u> Touch base with your NEKIA colleagues who may be lobbying the same congressional offices. We want to make the hill staffs' task as easy as possible and we can help to that end by coming together when making hill visits—especially during the March policy meeting.
Winter and early Spring 2005	NEKIA will make hill visits primarily to member offices of the LHHS appropriations subcommittee in February and throughout the spring. Will also schedule meetings with	<u>Make Appointments.</u> Call your hill offices to set up appointments for your visit to DC in March for the NEKIA Legislative and Policy Conference. Also invite your

	authorizer's offices as the newly drafted Knowledge Utilization bill takes shape.	congressional staff to visit your facility when in the district/state.
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# **Discussion Drafts**

- **Membership Prospects and Outreach Plan**
- **2005 Business Development Plan**

**To: Board of Directors**  
**From: Jim Kohlmoos**  
**Subject: Prospects and Out reach for Membership Development**  
**Date: December 30, 2004**

Over the past six months the Board and the Executive Committee have focused considerable attention on the long term development of our membership base. You will note from the “for your reference” memo at the end of this memo that we have developed a fairly deliberate path for targeting and reaching out to key prospects. During our winter meeting we aim to finalize our top prospects and determine the best way to reach out to them. To help with these decisions we have developed the following rubric for what I believe could be our top prospects.

**Rubric for Prospects**

- 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

<b>Org</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>Abt</b>	<b>Research &amp; evaluation</b>								
<b>AIR</b>	<b>New focus on research to practice</b>								
<b>CAL</b>	<b>Strong ELL issues</b>								
<b>CNA</b>	<b>New player in TA</b>								
<b>CSC</b>	<b>Prime ERIC contractor</b>								
<b>ETS</b>	<b>Testing &amp; TA</b>								
<b>NSDC</b>	<b>Professional Development leader</b>								
<b>RRCs</b>	<b>Spec Ed Resource Centers</b>								
<b>RTI</b>	<b>Research Triangle—</b>								

	<b>large Iraq contract</b>								
<b>SRI</b>	<b>Evaluation of Gates and others</b>								
<b>Standard &amp; Poors</b>	<b>Data management</b>								
<b>TERC</b>	<b>Science &amp; math</b>								
<b>U of North Carolina</b>	<b>New rural R&amp;D Center</b>								
<b>Vanderbilt</b>	<b>New choice R&amp;D Centers</b>								

**Options for Outreach to Prospects**

- #1---NEKIA makes first contact and selected members follow up
- #2---Designated member makes first contact with NEKIA follow up
- #3--- NEKIA makes first contact and follows up alone
- #4 --- Enlist help from non-member friends in making contact



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

**Topical Areas**

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

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

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

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

#### **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.

**List of Potential Prospects (spring 04)**

Abt Associates	CSC (Computer Sciences Corporation)
AIR	Education Industry Association
Alliance for Excellent Education	Education Research Service
Achieve	Educational Testing Service
History Channel	Gallup
Discovery Channel	Headsprout
Bigchalk.com	Homerom.com
Blackboard, Inc.	Inspirica
C.N.A.	JASON Project
Canter	Kaplan
Center for Applied Linguistics	LeapFrog
Chancery	Mathematica
Classroom Connect, Inc.	MDRC
Co-Nect Schools	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**  
**Subject: Discussion Draft, 2005 Business Development Plan**  
**Date: December 30, 2004**

### **BACKGROUND**

2005 marks the third year of the trade association's formalized business development program. In our first year we concentrated primarily on examining potential long term changes in the market and developing a framework for how NEKIA could help members respond. Last year, we initiated and tested a series of projects focusing on new market opportunities, capacity building, and new policy efforts through legislation. This year we plan to take the next logical developmental step by establishing a more formal structure within the trade association, creating a stronger conceptual base for future policy initiatives, and examining a wider range of high priority and high interest topics.

In terms of business development, this will be a very important year for individual members and for the trade association as a whole. A new round of grant and contract competitions will intensify the competitive dynamics within the industry. The k-12 market will continue to be significantly re-shaped by federal policy and new budgetary realities at the state and local levels. NEKIA members will thus continue to encounter challenges to their core businesses and face the on-going need to expand and diversify revenue sources.

Recognizing that each member organization has its own capacity for business development, we at NEKIA can best provide support in this environment in supplemental ways. As you will see from the plan outlined below, our business development program in 2005 aims to take advantage of our core capacities while addressing the high need competitive interests of most all of our members.

### **GOAL AND OBJECTIVES FOR 2005**

The third goal of the 2005 NEKIA Work Plan approved by the Board in November focused on our business development effort. We have used the goal and its objectives to frame our business development program for 2005.

#### **Business Development: Enhance the capacity of NEKIA members to expand and diversify opportunities in education-related markets.**

- Knowledge Utilization Policy --- Use federal legislation to enhance market conditions favorable to NEKIA members' interests.
- Niche markets — Help members penetrate and/or expand share in key markets.
- Structure --- Establish a new group and provide members with strategic intelligence and relationship building opportunities in high potential market niches

## ACTIVITIES FOR 2005

1. **Business Development Group**--Establish and convene Business Development Group involving at least one designated person from each member organization. Similar to the Policy Action Group, this new group will be able to participate in the activities listed below. Note to Board members: If you have not already done so on your 2005 Profile, please send the name and contact information for your designee(s).
2. **Ad Hoc Advisory Groups** --- Establish small ad hoc advisory groups composed of Board members and/or staff for specialized tasks such as institute planning, market analysis, policy development. We will form these groups as the need arises during the course of the year. Members may include Board members, Business Development Group members, and other staff from member organizations as appropriate. The advisory groups will report to the Executive Committee via the NEKIA staff.
3. **Monthly conference calls** --- Conduct monthly business development conference calls for the Business Development Group involving guests on selected topics, presentations by agency officials and/or business development experts. The monthly conference calls are already scheduled into the 2005 NEKIA Calendar with the first call scheduled 4:00-5:00 pm Easternn, Monday January 24. Each call will have a set agenda featuring one of the topics (see #8) as well as some information sharing. We will experiment with new teleconferencing technologies to enhance the interactive qualities of the call.
4. **Annual Institute** --- Hold a two-day Business Development Institute with an agenda similar to this year's retreat. The annual institute (note the change in name from "retreat") is scheduled for mid-November in Washington DC. Topics to be covered will be selected from among the list in #8. We will form an ad hoc advisory group to help the NEKIA staff plan the institute agenda. We will use the feedback from the 2004 retreat to adjust the format.
5. **Weekly Newsletter** --- Provide a weekly newsletter on business development by Dean Millot. Through a special arrangement with Dean Millot up to 100 designated staff from NEKIA member organizations will receive the weekly email newsletter through 2005. We will assess the value of the newsletter periodically during the course of the year and explore ways to help shape its editorial direction.
6. **Investor/For-Profit Collaborations** --- Participate in for profit investor forums and industry conferences. The NEKIA staff and some Board members will continue to take part in the Eduventure activities and assess future collaborative opportunities for members.
7. **Web Page Development** --- Set up a Business Development web page on the NEKIA web site for sharing and archiving information. In the "members only" section of our web site we have created page for sharing and archiving information throughout the year.
8. **Topics** --- High interest/high priority content areas to address in monthly conference calls and/or institute. Based upon member feedback from last year's retreat and capacity. We propose to cover some of the following topics through either the conference calls or the retreats or the newsletters.

#### Niche Markets

- More explorations--- NIH, NASA, Labor, NSF, Philanthropies
- New efforts: Homeland Security, Defense, Commerce, Justice. EPA

#### Business process

- Core business---For profit conversions, entrepreneurship in non-profit settings, mission-driven and market-driven strategic development, scenario planning.
- Fee for service packaging --- Models covering indirect costs, balancing a portfolio, minimizing transaction costs, branding, and pricing
- Product/service development --- Aligning research and product/service development efforts, funding product development.
- Management and infrastructure --- structural models for integrating business development in organizations, staff development, proposal writing, incentives for entrepreneurship, portfolio development, contracting processes (MATO), market analysis and research, risk management.

9. **Knowledge Utilization Legislation**--- Re-introduce the Knowledge Utilization Act at an appropriate time. During the 109<sup>th</sup> Congress, we aim to introduce another piece of legislation focusing on knowledge utilization. The precise timing of this effort will be determine by interest and ideas generated through our Knowledge Utilization Initiative, bi-partisan, bi-cameral political support and interest, and interest in the field. This effort will go beyond the “message bill” strategy of last year and require serious and significant political effort aimed at passage.

### PIPELINE ACTIVITIES

During the course of the year, we will want to consider a number of important ideas and activities for which we do not currently have a clear plan. we will likely form advisory groups for some or all of the following:

- **Market Research** --- Explore feasibility of contracting with a market research firm and conducting an annual marketing analysis for members
- **Accreditation and Licensing** --- Explore again the feasibility of developing a licensing and/or accreditation service
- **Knowledge Utilization Initiative** --- Examine ways for using our Knowledge Utilization Initiative to enhance the market environment for members’ services and products.
- **NEKIA Synergy and Collaborative Opportunitites** --- Use the capacity survey to more explicitly examine how NEKIA can help interested members more readily collaborate and how NEKIA as an organization can increase the visibility and the collective value of its members



## REFERENCE MATERIALS

### IDEAS & FEEDBACK FROM NOVEMBER, 2004 RETREAT

#### Feedback about the presentations

The written feedback from the 2004 Business Development Retreat was very positive regarding the style and content of all of the presentations with the exception of one. Even the poorly rated presentation was deemed valuable by some participants in terms of the points of access that he provided. It is clear to me that the presenters who provide the greatest value are those that offer candid and correct insights and intelligence about the politics, people, functioning and priorities of their institutions that cannot otherwise be found on the web or in publications. For the future we should also place a high value on presenters who could potentially serve as access points to the institutions and who may be willing to establish longer term relationships with our members.

#### Suggested Topics for future NEKIA Business Development activities (excerpts from email evaluation)

- Ways for nonprofits to fund product development work.
- How to rethink our normal course of business (e.g., on-site professional development as the only way to do business) effectively.
- How NEKIA as an organization can increase the visibility of the value of its members at the DOEd, DOL, DOC. Knowledge is key! Let's talk about it and use it move other department's agendas.
- Provide an annual overview of the market projections: e.g. a state of the knowledge industry address by someone who has knowledge of what we do and knows the financial trends of the industry. (This may involve an external researcher working with 2-3 NEKIA members to present a paper to the group.) An economic review and forecast would be extremely valuable
- Advantages/disadvantages of for profit versus nonprofit status
- Achieve a shared language (if not complete agreement) on what knowledge utilization is and how it works in education is important... I wonder whether we -- NEKIA members -- will be getting deep enough into the discussion to come together around a shared world view on it. Good talking points are one thing, but a good coherent framework that holds together in our work is another.
- Develop 'flow-charts' for knowledge transfer in education
- More focus on federal support of Knowledge utilization.
- It would be helpful to also have a seminar or discussion on pricing and packaging of services woven into one of the above, since this is an issue we all seem to struggle with in one way or another.
- Marc Tucker and other case studies re conversion from non-profit to profit
- Developing business at the state level. Why: Because so many funding decisions are made at this level.
- Partnering with other types of organizations, such as those that focus on strategic planning, financial planning, systems development, etc. (Examples: Deloitte Touche, McKinsey & Co., Boston Consulting Group). Why: Increasingly they are getting the big school district contracts, but they need content expertise.

- Developing diverse teams and alliances. Would be interesting to have the participation of representatives from groups such as National Council of La Raza, National Urban League, and Black Alliance for Educational Options, American Indian Graduate Center Scholars, etc. Why: So many of the projects that we manage involve work in diverse communities; would be good to hear perspectives from these communities about needs/concerns.
- Marketing--- Getting Work from States; Building Coalitions among NEKIA Organizations Format was good; like the smaller group format; it allows participants to get to know folks from other organizations, learn from them, and think of ways to collaborate.
- Identify and share models for the "retail" or fee-for-service end of the business -- a model that covers indirect costs, balances a portfolio, and minimizes transaction costs. Perhaps we could have some case studies of things that worked and those that didn't from members.
- Interested in how NEKIA organizations work with Congress (advocacy/education vs. lobbying)
- Additional data on marketing and strategic decision making regarding overall market analyses.
- What about using the marketing firm in Massachusetts that Dean mentioned as a resource for members during one of the Institutes?
- How can we align research and product/service development efforts (and fund them), so that we can try to approach new requirements for scientifically based research rather than grumble about how we can't do that or shouldn't have to do that.
- Other federal agencies with key folks like Bruce --obviously the person is the key (rather than the agency)--someone who is looking for new contractors, fresh faces, etc.; 2) more thinking from philanthropies that focus on ED
- Topics like: institutional infrastructure necessary to support business development activities; understanding the multiple award task order (MATO) mechanism
- You might feature one or two people who run very entrepreneurial non-for-profits speak, or someone who has transformed one into a for-profit.
- I am particularly interested in the challenges of developing coherent business portfolios rather than chasing projects for their funding. This should be the essence of mission-driven work, yet it doesn't seem common. It is much more a for-profit, market-driven approach.
- Data collection and analyses around strategic position and risk assessment

### **Suggested Activities for the next retreat or conference calls**

- Collaboration --- a semi-structured opportunity based on the capacity study for agency reps to gather on various topics of business interest to explore possible ways of collaboration. E.g., virtually none of the older NEKIA members know about the capacity of new members and it would have been valuable to have had a 10-minute overview from new members so that those interested might later pursue collaborative possibilities.
- During the retreat/institute provide more balance between presentations and small group discussions among members.
- Create opportunities for sharing among members about how best to handle current challenges, such as changing federal landscape, balancing marketing and traditional grants/contract orientation, increased competition from the private sector, etc.

- Member panels on various aspects of business development (e.g., partnering strategies)
- Create more networking opportunities that is not too structured.
- Create small group processing/discussion time built in after stimulating speakers--loosely structured but an opportunity to discuss with colleagues the application of information
- Conduct a more general retreat that touches other aspects of members' work.
- Use a problems-based approach to a critical issue or concern that we could work through together.
- I think a Business Development Institute separate from the annual meeting (which ought to have its own agenda similar in scope but broader in content) is a good idea, perhaps mid-year. I would appreciate more opportunities for face to face interactions with other member staff who are specifically responsible for development issues (like the communicator specialty group) so that I knew folks well enough to make casual, individual email or phone contact
- Also, would be helpful for NEKIA to add to website a list of relevant conferences (with dates and locations) for upcoming year – CCSSO, CGCS, AERA, AASA, etc.
- How can we explore working TOGETHER to maximize impact of resource development pursuits? Arrogantly enough, I continue to think that combo RD&D/media applications will be highly attractive to prospective funders
- Sharing of best practices (e.g. how does your organization write proposals? How do you train people in business development? How do you reward your entrepreneurs in a company?)

#### **IDEAS FROM NOVEMBER, 2003 RETREAT**

- Professional development--- Develop and conduct sessions with members' staffs (in person or via conference calls) on business plans, entrepreneurship, social marketing, etc
- Forums and Meetings---Convene additional meetings and forums for members similar to the retreat with consultants, representatives of various agencies, successful business development people
- Communications---Develop a communications plan around the business development initiative (e.g. capability statements, elevator speech)
- Membership Capacities and Functions --- Develop a membership-wide capabilities and functions statement
- Intelligence and Research--Collect and provide more research and intelligence on NASA, ETA, other options on in the international arena
- Planning---Develop a business plan for the whole Initiative
  
- Criteria---Further develop the four criteria that NEKIA could use for assessing project and business opportunities
- Brokering---Plan and host meetings with additional officials at NASA, and use members' contacts in other agencies (Labor, Homeland Security, NSF, NIH, Commerce) to begin to plan and host additional meetings.
- Collaborative Activity --- Define and explore specific opportunities in the international arena in which some or all NEKIA members could collaborate as a group.
- Potential NEKIA roles--- Refine NEKIA's role which may include the following:
- Broker (Open doors for members and then step out of the way for members to pursue opportunities individually or collectively);

- Collaboration facilitator (Bring members together and help develop a partnership for a grant/opportunity);
- Business manager (e.g. NEKIA International. Set up a business enterprise within NEKIA structure, pursue revenue opportunities and run business with for NEKIA).

### **BOARD-APPROVED ACTIVITIES FOR 2004**

**Legislative/Message Campaign**-- We should move forward as planned with the introduction of the NEKIA Bill (Knowledge Utilization in Education Act) in late winter and implement a yearlong communications and outreach strategy around this bill. The bill will help frame our positions on FY 2005 appropriations as well as our explorations in the international arena and with the other federal agencies. Our immediate next step is to recruit find the Congressional champions and sponsors.

**NASA** --- We should explore more opportunities in the Office of Education and meet with some of the key career program staff who can give us further insights into the funding prospects and longer-term aspirations. Jim would work with Tim on this. Jim would provide this information to all members for individual or collective action. Those members wishing to put together a group plan would establish their own planning committee and move forward. In this case Jim would hand off the process once the group is formed.

**Depart of Labor** --- Jim would make contact with the officials at ETA at the Department of Labor via David Powe and explore possible opportunities. Jim would provide intelligence to all members and, if desired, arrange briefing meetings (via conference call or in person) with key officials and participating members.

**International** --- Members may now move forward with individual or group arrangements with Diane Willkens' group. Jim would also survey the membership to determine whether we should solicit a proposal from Diane Willkens for contracting with a group of participating members for up to 18 months. The group would then review the proposal, consider whether to move forward with Diane or to pursue other opportunities. Participating members would split the fee for Diane among themselves. Jim would hand off to the group once a proposal is received. Jim would also investigate other options in the international arena and present to the membership by the next Board meeting in March.

**Business Development Advisory Group** --- We would establish a long-term advisory group composed of board members and some members' staff. Members of last year's task force would be encouraged to participate in this group. The group would be responsible for evaluating progress of each activity, developing additional options for the future for consideration by the Board and planning the annual Business Development Retreat in November.

**Business Development Retreat** --- For the foreseeable future the annual retreat in November would focus on business development and include both business building concepts and specific market "niche" opportunities in other federal agencies, philanthropies, and investor sectors. We would bring in consultants, business development experts and government officials with expertise in specific market areas. Similar to this year, the costs would be evenly divided among participating organizations.

**Investors Forum** --- We would send two NEKIA representatives to the invertors' forum in late march in Florida to assess whether we should focus on this niche area later in the year. The Executive Committee selected Wes and Jim as the two representatives. Other members may be interested in attending as well.

**Virtual Professional Development** --- Jim would work with Bernice and her staff in developing a full plan for the year. They would survey the membership about needs and interests. Based upon the results they would organize and host two or three virtual (telephone) professional development programs for our members' staffs focusing on basic business development activities (e.g. business plan development, market analysis, proposal development). The calls would involve guest presenters from within our membership including those from Plato or outside consultants. The costs would be divided evenly among participating organizations. Jim and Bernice would work with the Business Development Advisory Group in considering the development of an on line business development program.

**Capacities Survey** --- With the help of a consultant Jim would develop and conduct a survey of the membership regarding functional components and skill/knowledge capacities. A database and composite presentation would be developed for promoting NEKIA and its members. NEKIA's current communications strategy for the year would incorporate this composite picture into the basic NEKIA message. It should be noted that the final product would be a composite presentation, and not used as a referral or marketing device for individual members. The costs would be absorbed by NEKIA's current operating budget.

**Evaluation** --- We would make the business development initiative a standard part of the quarterly Board meetings. We would review specific activities and assess progress against the four criteria (Return on investment for Members; Return on investment for NEKIA; Costs to members and NEKIA; Time to start up and implement).

# **REFERENCE MATERIALS**

**(SENT UNDER SEPARATE COVER IN THE  
2005 BOARD HANDBOOK)**

- **2005 Work Plan**
- **2005 Budget**
- **2005 Calendar**
- **2005 Board Members**
- **2005 Membership list**
- **NEKIA By-laws**