

National Education Knowledge Industry Association



2005 Board of Directors Annual Meeting *“Assessing the Year, Setting the Stage, Passing the Gavel”*



1:00-4:30 pm
November 16, 2005

Capitol View Conference Center
101 Constitution Avenue, NW 9th Floor
Washington, DC 20001
(202) 742-4341

TABLE OF CONTENTS

Introduction.....	3
Schedule of Activities.....	4
Board Meeting Agenda.....	6
Board of Directors Minutes.....	9
Executive Committee Minutes.....	20
Financial Statements.....	33
2005 Final Reports (Government Relations, Work Plan).....	38
2006 Proposals (Work Plan, Budget, Calendar).....	48
2006 Governance.....	59
Discussion Items.....	64
Additional Information.....	67

Reference Materials (Sent under separate cover)

2005 Calendar, 2005 Work Plan, Budget, Board of Directors, Membership list
NEKIA By-laws and Policy Statements

National Education Knowledge Industry Association

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

November 8, 2005

Dear Members of the Board of Directors,

We look forward to seeing all of you at our meeting in Washington, DC, on November 16, 2005. We anticipate a productive gathering as we assess this year's work and set the stage for next year. Once again the trade association has reached an important crossroads and we will want to chart the course for the months ahead.

We hope you will be able to review all of the materials in this booklet before the meeting, particularly the proposals for the 2006 work plan and budget and the assessment of the 2005 work plan.

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

Chris Dwyer
Board Chair

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 November 16-18. 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.

Wednesday, November 16

11:30am -12:45 p.m. Executive Committee Meeting
(*Dwyer, Kershner, Hoover, Ames, Thomas, Herman, Kohlmoos*)
Charlie Palmer's Restaurant 101 Constitution Ave. NW

1:00- 4:30 p.m. Board Meeting
(*All Board members*)
Capitol View Conference Center 101 Constitution Avenue, NW 9th Floor

4:30- 5:00 p.m. Sector Group Meetings

6:00-9:00 p.m. Business Development Institute
Opening Dinner and Keynote
La Colline, 400 North Capitol Street, NW

Thursday, November 17

8:00-8:30 a.m. Continental Breakfast
Capitol View Conference Center 101 Constitution Avenue, NW 9th Floor

8:30 a.m.-4:15 p.m. Business Development Institute Presentations and Discussions
Capitol View Conference Center 101 Constitution Avenue, NW 9th Floor

6:00-8:30 p.m. Business Development Institute
Dinner and Keynote
Zola's Restaurant, 800 F Street, NW

Friday, November 18

8:00-8:30 a.m. Continental Breakfast
Capitol View Conference Center 101 Constitution Avenue, NW 9th Floor

8:30 a.m.-Noon Business Development Institute Presentations and Discussions
Capitol View Conference Center 101 Constitution Avenue, NW 9th Floor

BOARD MEETING AGENDA

To: Board of Directors
From: Jim Kohlmoos
Subject: Board Meeting Agenda on November 16

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.

Executive Committee Meeting
11:30am-12:45 pm

(For Executive Committee members only)

Charlie Palmer's Restaurant
101 Constitution Ave. NW
Washington, DC 20001
202-547-8100
Room Reservation Under "Kohlmoos"

Board Meeting

1:00 pm- 4:30 pm

Capitol View Conference Center
101 Constitution Avenue, NW 9th Floor
Washington, DC 20001 (202) 742-4341

1:00- 1:15 pm. Opening Business

- Welcome & Introductions
- Agenda ---Review
- Minutes---Review and decision
- 2005 Financial Statements ---Review (*See pages 33-37*)

1:15-1:30 pm Government Relations

- Final Report, Government Relations Plan --- Review (*See pages 39-43*)
- Strategies and positioning for the next three months and beyond---Discussion

1:30- 1:45 pm 2005 Work Plan

- Final Report, 2005 Work Plan --- Discuss (*See pages 44-47*)

1:45-3:00pm CEO Performance Review

- Board only executive session --- Decision
- Board and CEO executive session --- Discussion

3:00-3:30 2006 Proposals

- Budget and Work plan --- Decision (*See pages 48-55*)
- Calendar --- Review (*See pages 56-58*)

- Knowledge Use activities (as part of work plan) --- Discussion

3:30-3:45 2006 Governance

- Chair-elect--- Decision
- Executive Committee members --- Review

3:45-4:15 Planning Items

- Sponsored Television Program on CSPAN---Discussion
- Board retreat in Arizona in February--Discussion and volunteers
- Professional Development retreat at the Aspen Inn in July---Discussion and volunteers
- Preparations for the reauthorization of ESEA and ESRA---Discussion
- Board members, NEKIA Center for Knowledge Use---Discussion

4:15-4:30 Announcements, Information and Follow-Up Tasks

- NEKIA Center for Knowledge Use
- February Retreat Information (*See page 68*)
- Policy Action Group Calendar
- Communicators Institute in New Orleans, June
- To do list
- Pass-the-Gavel Ceremony

4:30-5:00 p.m. Sector Group Meetings

MINUTES, BOARD OF DIRECTORS

FOR BOARD DECISION

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

By Conference Call
May 16, 2005

The following Board members or their representatives were present on the call: Nancy Ames, Tom Barlow, Adie Becker, Denise Borders, Gina Burkhardt, Chris Dwyer, Diny Golder-Dardis, Wes Hoover, Paul Kimmelman, Jim Kohlmoos, Mike Mayo, Max McConkey, Jay Moskowitz, Henry Mothner, Doris Redfield, 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.

News and Intelligence

- **Appropriations Status:** Marcia Knutson briefed the board on the status of appropriations, noting that the House was moving quickly on the Labor/HHS/Education bill. She noted that small categorical programs were candidates for the list of possible cuts. Marcia also noted the work of the PAG to get a bipartisan Dear Colleague letter in the Senate.
- **CC/Lab RFPs:** Marcia reported that release of the RFPs was expected in early June. Chris and Jim Kohlmoos informed the board that NEKIA's role, as established by the Executive Committee, would be to review the RFPs in light of the law and be prepared to raise questions with the department should there appear to be compliance issues.
- **NSF Initiative:** Jim informed the board that this special effort had stalled due to the lack of participation of larger groups. It will remain a watch-list issue for NEKIA.
- **R&D Center Efforts:** Jim informed the board that a letter would be sent to Barbara Foreman to get an indication of future plans.
- **Comprehensive School Reform Efforts:** Jim and Marcia informed the board that they were continuing to work with Cheryl Smith, and that the fate of CSR would depend upon where it falls on the program cut list.
- **Knowledge Utilization:** Jim briefed the board on the work of the Knowledge Utilization "theme team", indicating that the team hoped to have a finished product to present to the board on the next conference call.

Announcements and Updates

Jim briefed the board on the development of the policies and practices recommended by NEKIA's auditor, and on the in-person Executive Committee meeting to take place later in the summer, which would focus on preliminary planning for 2006.

Jim also briefed the board on the upcoming conference call for the Business Development Group, which will focus on Supplemental Services opportunities for NEKIA members and will feature Steve Pines, of the Education Industry Association, as guest speaker.

The meeting was adjourned at 4:02 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

By Conference Call
June 20, 2005

The following Board members or their representatives were present on the call: Nancy Ames, Adie Becker, Gina Burkhardt, Chris Dwyer, Diny Golder-Dardis, Steve Fleischman, Joan Herman, Wes Hoover, Paul Kimmelman, Jim Kohlmoos, Laura Lefkowitz, Mike Mayo, Max McConkey, Doris Redfield, and Carol Thomas.

Staff Present: Marcia Knutson and John Waters

Overview of the Meeting

Chris Dwyer opened the meeting at 3:05 p.m.

News and Intelligence

- **Lab RFPs:** Jim Kohlmoos informed the board that NEKIA has learned that an announcement of the release would be posted two weeks prior to the release on the Federal Biz Opps web site, meaning that it should occur sometime in July. Others indicated that they had been informed that the RFP still needed to be reviewed by the Contracts Review Board and the Secretary's office.
- **Appropriations Status:** Marcia Knutson briefed the board on the status of appropriations, noting that the bill should be debated on the House floor on Thursday, June 23rd. Marcia also noted the Senate could consider the bill after the July 4th recess, but only if it appears possible that the bill could be brought to the Senate floor before the August recess.

Knowledge Utilization Principles

Chris reviewed the development of the principles following the knowledge utilization discussion during the April meeting in Montreal, highlighting the streamlining of the principles for representing the NEKIA position. Joan Herman moved to accept the document; Max McConkey seconded. The principles document was approved unanimously.

The board then discussed the immediate next step, which will involve exploring opportunities to use the principles in forms, connect them with members' work, etc. Carol Thomas moved to endorse this course of action; Max seconded. The board unanimously approved such action by NEKIA staff.

Policy Changes

Chris described the process through which the policies, recommended as part of NEKIA's audit, had been developed. The policies were then presented to the board for discussion and approval.

- **Conflict of Interest:** The board discussed the policy, and decided that a final decision on this policy should be postponed while NEKIA investigates the need for a Directors & Officers insurance policy.
- **Dues Collection:** Chris reviewed the policy. Max moved to approve it; Carol seconded. The policy was approved unanimously.
- **Audit Function of the Executive Committee:** Chris reviewed the policy, noting that it essentially formalizes current practice. Wes Hoover moved to approve it; Nancy Ames seconded. The policy was approved unanimously.
- **Investment Policy:** Chris reviewed the policy, emphasizing the guidelines for implementation. Carol moved to approve it; Wes seconded. The policy was approved unanimously.
- **Whistleblower Policy:** Chris reviewed the policy. Nancy moved to approve it; Max seconded. The policy was approved unanimously.

Announcements and Updates

- **IES:** The board discussed the formation of a task force to submit comments on IES. NEKIA will draft something to share with the board.
- **Business Development:** The next call for the group will be Tuesday, June 21st.
- **Communicators Institute:** Jim and Max reported on the NEKIA Communicators Institute, which was held on June 2nd and 3rd.
- **Policy Forum:** The next policy forum, co-sponsored by NAS and PPI, will be Thursday, July 28th.
- **Executive Committee Meeting:** The committee will meet in-person on August 31st in Chicago.
- **November Board Meeting and Business Development Institute:** Jim informed the board of the ongoing plans for this event, and indicated additional details would be forthcoming.
- **Membership Changes:** Jim briefed the board on the departure of ENC and Metro Center from NEKIA, and his continuing discussions with Texas Instruments' Office of Educational Policy about joining as an associate member.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

By Conference Call
July 18, 2005

The following Board members or their representatives were present on the call: Nancy Ames, Tom Barlow, Denise Borders, Gina Burkhardt, Diny Golder-Dardis, Eileen Ferrance, Wes Hoover, Keith Kershner, Paul Kimmelman, Jim Kohlmoos, Laura Lefkowitz, Max McConkey, Jay Moskowitz, Doris Redfield, Carol Thomas, and Ludy van Broekhuizen.

Staff Present: Marcia Knutson and John Waters

Overview of the Meeting

Jim Kohlmoos opened the meeting at 3:05 p.m.

News and Intelligence

- **Appropriations Status:** Marcia Knutson briefed the board on the status of appropriations, noting that the Senate appropriations subcommittee and committee had reported a bill, and that it should be on the Senate floor no sooner than September. NEKIA will continue to monitor a possible across the board cut.
- **Lab RFPs:** Jim Kohlmoos informed the board that NEKIA has learned that clarification questions will be accepted by the Department. NEKIA members should send questions to Jim by July 21st; Jim will synthesize the questions and submit them to the department by Friday, July 22nd.
- **Department of Education:** NEKIA is drafting comments for the proposed IES priorities, and will share them with the board. Board member should send their feedback to Jim by July 25th.

Knowledge Utilization Principles

Jim briefed the board on the dissemination plan, and indicated that NEKIA is continuing to work on strategy with Jay Diskey, including the possibility of additional forums and op-ed pieces. Jim will send the principles, the draft press release, and the Dean Millot article to the board.

Announcements and Updates

- **Policy Forum:** The next policy forum, co-sponsored by NAS and PPI, will be Thursday, July 28th.
- **Media Analysis:** NEKIA will continue to work on diversifying its media placements.

- **Executive Committee Meeting:** The committee will meet in-person on August 31st in Chicago.
- **November Board Meeting and Business Development Institute:** Jim informed the board of the ongoing plans for this event, and indicated additional details would be forthcoming.
- **CEF Legislative Conference:** Marcia briefed the board on the upcoming CEF Legislative Day and Gala, scheduled for September 22nd.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

By Conference Call
August 15, 2005

The following Board members or their representatives were present on the call: Adie Becker, Chris Dwyer, Diny Golder-Dardis, Steve Fleischman, Tim Grover, Joan Herman, Wes Hoover, Keith Kershner, Paul Kimmelman, Jim Kohlmoos, Max McConkey, Jay Moskowitz, Henry Mothner, 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 reviewed the agenda.

News and Intelligence

- **Appropriations Status:** Marcia Knutson briefed the board on the status of appropriations, noting that the bill could be brought to the Senate floor or could proceed straight to conference. Possible scenarios also include an omnibus measure and across the board cuts.
- **Department of Education Activities:** Jim Kohlmoos briefed the board on the R&D Center application process, and the Comp Center review. He also reminded board members to send him additional clarification questions about the Lab RFP by 10:00 a.m. tomorrow, which he will then forward to the department.

Policy Forum Topics

The board offered suggestions for topics of upcoming policy forums. Suggestions included:

- Rural Issues
- High Schools
- K-16/Post-secondary reform
- Revisiting the idea of the use of scientifically-based research in state-supported approaches for improving low-performing schools
- Implementation suggestion by Max?

NEKIA will further develop suggestions with its forum partners, and share the list with the board for prioritization.

Revised Mission Statement

The board discussed the proposed revisions to the mission statement. Jim will remove the negative remarks and share the shortened and revised statement with the board.

D&O Insurance/Conflict of Interest Policy

Jim informed the board that NEKIA has purchased a directors' and officers' insurance policy, and presented the proposed Conflict of Interest Policy to the board for approval. Max McConkey moved to accept the policy; Joan Herman seconded. The policy was approved unanimously.

Announcements and Updates

- **Policy Forum:** Jim reviewed the policy forum, co-sponsored by NAS and PPI, held on Thursday, July 28th.
- **Executive Committee Meeting:** The committee will meet in-person on August 31st in Chicago.
- **November Board Meeting and Business Development Institute:** Jim informed the board of the ongoing plans for this event, and indicated additional details would be forthcoming.
- **CEF Legislative Conference:** Marcia briefed the board on the upcoming CEF Legislative Day and Gala, scheduled for September 22nd.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

By Conference Call
October 17, 2005

The following Board members or their representatives were present on the call: Nancy Ames, Tom Barlow, Gina Burkhardt, Chris Dwyer, Wes Hoover, Paul Kimmelman, Jim Kohlmoos, Laura Lefkowits, Mike Mayo, Max McConkey, Jay Moskowitz, Marilyn Murphy, Doris Redfield, and Pat Samson.

Staff Present: Marcia Knutson and John Waters

Overview of the Meeting

Chris Dwyer opened the meeting at 3:04 p.m. and reviewed the agenda.

News and Intelligence

- **Appropriations Status:** Marcia Knutson briefed the board on the status of appropriations, noting that the overall picture was somewhat unsettled due to the indictment of Tom DeLay and resulting push from conservatives for budget cuts to pay for Hurricane Katrina expenses. While across the board cuts are still a possibility, the absence of the labs from Rep. Boehner's rescission list is a positive development.
- **2007 Budget Request:** Jim and Marcia briefed the board on their meeting last week with the Office of Management and Budget (OMB) officer in charge of IES accounts, who indicated that department officials would be discussing their budget request with administration representatives next week. Based upon the discussion with the OMB official, NEKIA believes the labs are included in the department's budget request, but expects that the administration would eliminate the labs in its budget proposal.
- **OMB Part Process:** Jim indicated that this process should commence soon, and that NEKIA is prepared to participate.
- **Department of Education Activities:** Jim Kohlmoos briefed the board on the departure of Todd Jones from the department, and on the meeting Jim and Marcia held with Pierce Hammond and Carol Chelemer of the department.

Decisions: Affiliate Member and Approval of 2006 Calendar

Jim reviewed the status of the Metro Center for Urban Education and its application to join NEKIA as an affiliate member. Laura Lefkowits moved to accept the application; Tom Barlow seconded. The motion passed unanimously.

Jim presented the proposed 2006 calendar of activities to the board for approval, specifically noting the board events scheduled for February, April, July (retreat), and November. Max McConkey moved to approve the calendar; Tom Barlow seconded. The motion passed unanimously. The board suggested adding times of day to the calendar's listings for the multi-day events.

Announcements and Updates

- **2006 Policy Forums:** Jim reviewed the plans for these events, noting the ongoing efforts on the development of topics and on fundraising. Board members with suggestions for topics and funding sources should send them to Jim.
- **November Board Meeting and Business Development Institute:** Jim briefed the board on the agenda for the board meeting, which will include the approval of the 2006 budget and work plan, the election of new officers, and the CEO review. He also outlined the agenda for the business development institute.
- **NEKIA Communications Name Change:** Jim informed the board of the plans to change the name of NEKIA Communications to the NEKIA Center for Knowledge Use in Education.

The meeting was adjourned at 3:44 p.m.

MINUTES, EXECUTIVE COMMITTEE

FOR BOARD REVIEW

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**By Conference Call
May 9, 2005**

The following Executive Committee members participated: Nancy Ames, Chris Dwyer, Joan Herman, Wes Hoover, Keith Kershner, Jim Kohlmoos, and Carol Thomas.

Staff participating: Marcia Knutson and John Waters

Also participating: Stefanie Gerard of Raffa, P.C.

Audit Report Update

Chris Dwyer opened the meeting at 4:06 p.m. Stefanie Gerard of Raffa, P.C., NEKIA's auditor for FY2004, reviewed the draft audit report and financial statements. She noted that report offered an unqualified opinion on NEKIA's finances, and would include an adjustment for accounts receivable and temporarily restricted assets. She also noted that upon additional review of NEKIA's defined contribution pension plan, the audit report would be finalized.

Jim then highlighted NEKIA's operating loss, noting that it was the result of depreciation, debt on vacation accrual, and the high level of accounts receivable.

Jim and Chris will be conducting the review of the policies created as part of the audit letter's recommendations.

Government Relations

Marcia updated the board on the status of appropriations, and of efforts related to Comprehensive School Reform and the NSF initiative.

The board discussed NEKIA's role once the RFPs are released. Jim will draft a statement to be shared with the board, which will direct NEKIA to review the RFPs, focusing on compliance with the statute to determine if there are issues or questions to be addressed with the Department.

Executive Committee Meeting

The committee will meet in person on August 31st in Chicago, with a dinner to be held on the evening of the 30th. The agenda will focus on preliminary planning for 2006.

Board Conference Call Agenda

The committee reviewed the agenda for the call, which will highlight the response to the release of the RFP.

The meeting was adjourned at 5:06 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

By Conference Call
June 13, 2005

The following Executive Committee members participated: Nancy Ames, Chris Dwyer, Joan Herman, Wes Hoover, Keith Kershner, Jim Kohlmoos, and Carol Thomas.

Staff participating: Marcia Knutson and John Waters

Appropriations Update

Jim Kohlmoos opened the meeting at 4:04 p.m. Marcia Knutson briefed the committee on the House appropriations subcommittee mark-up held on June 9th, and indicated that the full committee mark-up is scheduled for June 16th, after which report language should be available. She also noted that the bill may be brought to the House floor before the Independence Day recess.

Jim emphasized the continuing outreach efforts that should be taking place, and agreed to follow up with Carol Thomas on the possible development of a Dear Colleague letter.

Policy Development and Review

Chris Dwyer described the process through which the policies, recommended as part of NEKIA's audit, had been developed. The policies were then presented to the committee for discussion and revision.

- **Conflict of Interest:** The committee discussed the policy, and recommended that it be revised to limit its application to financial transactions, with a separate document to address guidelines for non-financial actions.
- **Dues Collection:** The committee discussed the policy, and recommended that the paragraph describing installment payments be revised to emphasize that the establishment of alternative payment plans occur only in exceptional circumstances.
- **Audit Function of the Executive Committee:** The committee reviewed the policy, noting that it essentially formalizes current practice by Executive Committee.
- **Investment Policy:** The committee reviewed the policy, and agreed that the establishment of a reserve account should become part of the budget planning process for the upcoming year.
- **Whistleblower Policy:** The committee reviewed the policy, and agreed that it should identify NEKIA's chair-elect as the individual to whom concerns should be reported.

Jim and John Waters briefed the board on the action items, recommended as part of the audit, for adjusting the composition of the NEKIA Communications Board of Directors and the hiring of a new bookkeeper. They indicated that the proposed policies would be revised and sent to the Executive Committee for clarification within the next 24 hours.

Knowledge Use

The committee discussed the principles document, and addressed the question of proposing next steps to the full board of directors. The committee agreed that Jim would condense the list of proposed next steps for the presentation to the board, emphasizing the stimulation of dialogue, the creation of visibility for NEKIA, the continuation of policy forums using a knowledge utilization framework, and the creation of partnerships for collaborative activities.

Brief Updates

Jim described the status of RFP and Comprehensive Center questions that had been submitted to the Department. Chris noted that the August in-person meeting of the committee would include time for the CEO evaluation and review.

The meeting was adjourned at 5:08 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

By Conference Call
July 11, 2005

The following Executive Committee members participated: Nancy Ames, Joan Herman, Wes Hoover, Keith Kershner, Jim Kohlmoos, and Carol Thomas.

Staff participating: Marcia Knutson and John Waters

Appropriations Update

Jim Kohlmoos opened the meeting at 4:03 p.m. Marcia Knutson briefed the committee on the Senate appropriations activity, indicating that the bill could proceed through mark-up this week.

IES Comments

The committee discussed the comments, and offered the following suggestions:

- The first goal should include not just research but knowledge use as well, opening the door to activities beyond research.
- The letter should applaud IES for its recognition of knowledge use.
- The letter should point out that “access” doesn’t equal “use.”

Jim will revise the comments, share with the board, and then present again to the committee for final approval.

Business Development Institute Plans

Jim reviewed the preliminary agenda, which he will continue to revise.

Lab RFP

NEKIA’s role when the Lab RFP is release will be to offer the membership the opportunity to submit questions, which Jim will synthesize and submit to the department by the deadline.

Brief Updates

- **Executive Committee Meeting:** A part of the CEO evaluation will be conducted during the August committee meeting.

- **Membership:** Jim informed the committee that ENC would be an associate member for 2005, and that he was in discussions with Pedro Noguera about Metro Center joining as an associate member.
- **Lab RFP:** The announcement on Fed Biz Opps is not binding.
- **Media Analysis:** Jim reviewed the memo from Jay Diskey about quotes from NEKIA in the trade media.

The meeting was adjourned at 4:54 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

By Conference Call
August 1, 2005

The following Executive Committee members participated: Chris Dwyer, Joan Herman, Wes Hoover, Keith Kershner, Jim Kohlmoos, and Carol Thomas.

Staff participating: Marcia Knutson and John Waters

IES Comments

The committee approved the revised comments; NEKIA will now submit them.

Business Development Institute Plans

Chris briefly reviewed the placeholder agenda. Jim then updated the committee on session ideas and potential speakers. Rick Hess has been invited; the committee suggested extending an invite to Randy Best and/or Reid Lyon. Suggestions for discussion sessions included: Federal agencies, breakthrough ideas, grant makers/philanthropy, states' influence role, and the shaping of the marketplace. Jim will continue to work on the agenda.

August EC Meeting

Chris reviewed the plans for the August meeting, which will include time for the CEO appraisal, as well as scenario planning for 2006. John Waters reminded the committee to make their hotel reservations for the meeting.

Brief Updates

- **Appropriations:** The Senate bill may go straight to conference, with the size of the across-the-board cut being the prime issue.
- **Knowledge Use Activities:** Jim informed the committee of the continuing work, including the article about knowledge use that recently appeared in Education Daily.
- **Policy Forum:** Jim reviewed the policy forum, co-sponsored by NAS and PPI, held on Thursday, July 28th.
- **Conflict of Interest Policy/D&O Insurance:** Jim and John informed the committee that NEKIA was in the process of obtaining a directors' and officers' insurance policy. Once in place, the proposed Conflict of Interest Policy would be presented to the board for approval.

The meeting was adjourned at 4:58 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**Chicago, IL
August 30-31, 2005**

The following Executive Committee members participated: Chris Dwyer, Wes Hoover, Keith Kershner, Jim Kohlmoos, and Carol Thomas.

Staff participating: John Waters

August 30

The committee discussed big picture scenarios for NEKIA at a dinner meeting, with the conversation forming a basis for discussion on August 31st of NEKIA's 2006 budget and work plan.

August 31

The committee reviewed the previous evening's discussion, addressing logistical questions and the overall position and existence of NEKIA, which could result in a new formulation of services provided by NEKIA to its members. The committee emphasized that NEKIA should serve as a trade association for organizations, rather than programs, and considered the possibility of targeting small businesses for membership.

2006 Budget Planning

The committee discussed several scenarios for NEKIA's budget, ranging from a streamlined to an aggressive spending option. The committee will recommend to the board that NEKIA pursue an option which will be aggressive overall but conservative with optional expenses. NEKIA member dues will not change for 2006. The committee will also recommend the pursuit of small business members, and an emphasis on building business rather than protecting funding streams.

The committee instructed Jim to provide a written summary of this discussion to the membership, and also suggested that Jim contact board members individually to discuss plans for 2006.

The committee reviewed a draft budget, and discussed the account lines where expenses could be cut (consultants, staff bonuses, and professional accounting fees based upon the scope of the annual audit review). The committee also discussed the financial resources of NEKIA Communications, identifying that money as funding for transition activities in 2006.

2005 and 2006 Work Plan Review/Draft 2006 Calendar

The committee briefly reviewed the 2005 work plan and ratings. The committee then discussed the proposed 2006 work plan, and suggested the following changes:

- Organizational development should be treated in a different fashion.
- The goals should be reorganized, with goal 1 (Public Policy) being simplified, and goals 2 and 3 being combined.

The resulting plan will thus have 2 service goals and 1 operational goal. Jim will make these changes to the plan.

The committee reviewed the draft 2006 calendar, and recommended several changes.

2006 Officers

The committee discussed a nomination for chair-elect for 2006, and appointed Keith Kershner, Max McConkey, and Doris Redfield as at-large members of the Executive Committee for 2006.

CEO Appraisal

The committee conducted its interim appraisal of Jim Kohlmoos using the skill accountabilities document that had been previously developed. This document (appraisal form) will be sent to board members on October 3, 2005, with the request that feedback be provided to Chris Dwyer no later than October 17, 2005.

Plans for Business Development Institute

The committee reviewed plans for the 2005 Business Development Institute in November, and suggested changes to the timing of the agenda.

Knowledge Use Strategies

The committee discussed possible ideas for future knowledge use work. Jim will convene the NEKIA Communications board to consider renaming and re-tasking that entity to allow for expanded knowledge use efforts. The drafting of new legislation and the creation of a long-term program for knowledge use were discussed; the committee agreed that these proposals required additional thought.

The meeting was adjourned at 2:07 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

By Conference Call
October 11, 2005

The following Executive Committee members participated: Chris Dwyer, Joan Herman, Keith Kershner, Jim Kohlmoos, and Carol Thomas.

Staff participating: John Waters

Proposals for 2006 Budget, Calendar and Work Plan

Chris Dwyer opened the meeting at 5:06 p.m. and reviewed the agenda. Jim presented the proposed 2006 annual documents to the committee for discussion:

- **Calendar:** Jim reviewed the overall structure of the calendar, and noted that it would be presented to the full board during the October 17th conference call for approval. The committee recommended highlighting the official board meetings at which board member attendance would be expected, and agreed to endorse it, pending the absence of multiple conflicts with other members.
- **Work Plan:** Jim reviewed the revisions to the plan based upon the committee's discussion during the August meeting in Chicago. The committee endorsed the plan, and suggested that Jim seek feedback from Nancy Ames and Wes Hoover, after which the plan would be ready for presentation to the full board.
- **Budget:** Jim reviewed the proposed budget, explaining the overarching rationale for the numbers, which include reduced dues revenue, but also a flexible or "pending" scenario with greater spending in certain accounts based upon higher-than-expected dues revenue. The committee commented favorably on the flexibility offered by this approach, and will spend more time reviewing the document before approving it for presentation to the full board.

Membership Issues

Jim briefed the committee on Metro Center's request to join NEKIA as an associate member. This issue will be added to the agenda for the October 17th board conference call, with a brief description of the criteria for joining NEKIA as an associate member.

Jim also briefed the committee on his discussions with the Wisconsin Center for Education Research about joining NEKIA as an associate member. The committee suggested that Jim contact other former members of the comprehensive center network, including sub-contractors, about joining NEKIA, either as full or associate members.

Brief Updates

- **Appropriations:** Jim briefed the committee about the absence of the Labs from the Hurricane Katrina funding rescission list, and indicated that more information should be available in time for Monday's board call.
- **Business Development:** Jim reviewed the status of the agenda for the November Business Development Institute.
- **Policy Forum:** Jim reviewed the status of the planning for the 2006 policy forums with Education Sector and National Academies, noting that emphasis on fundraising for the events.
- **NEKIA Communications:** Jim informed the committee that the NEKIA Communications board still needed to meet to approve the proposed name change to NEKIA Center for Knowledge Use in Education.
- **Officers:** Carol Thomas informed the committee that Joan Herman had agreed to serve as chair-elect for 2006, and that Keith Kershner, Max McConkey and Doris Redfield had all agreed to serve as at-large members on the 2006 Executive Committee.

The meeting was adjourned at 5:58 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

By Conference Call
November 7, 2005

The following Executive Committee members participated: Nancy Ames, Chris Dwyer, Joan Herman, Wes Hoover, Keith Kershner, Jim Kohlmoos, and Carol Thomas.

Staff participating: John Waters

Proposal for 2006 Budget

Jim reviewed the proposed budget, explaining the “pending” column’s effect on the two options for income and spending. The committee discussed the proposal, and recommended presenting option B as a balanced budget to the full board, and identifying the account lines in which the total spending would be contingent upon the actualization of the budget’s income projections. The committee also agreed to discuss with the board the carry-over of surplus funds from one fiscal year to the next.

Discussion

- **C-Span Proposition:** The committee noted that the possibility of producing an hour-long show on education topics was a good opportunity, and recommended presenting the idea to the full board for consideration as a participating-member-funded activity.
- **February Board Retreat:** Jim reviewed a proposed agenda for the meeting, which would include the consideration/discussion of various strategic planning questions with the aid of a facilitator. The committee suggested forming a task force to plan the February and also the July 2006 board retreats.
- **ESEA Reauthorization:** The committee suggested that the board address this issue as the central agenda item at the April 2006 board meeting.

CEO Appraisal

The committee met in executive session to continue the CEO appraisal process.

The meeting was adjourned at 5:00 p.m.

FINANCIAL STATEMENTS

FOR BOARD REVIEW

Nekia
Budget vs. Actuals: FY2005 BUDGET - FY05 P&L
December 2004 - October 2005

	Year-to-Date Actual	Annual Budget	\$ Over Budget
Income			
Members - Annual Dues	588,271.30	584,000.00	4,271.30
Members - Bus Dev Initiative		0.00	0.00
Members - Expense Reimb	6,415.00	28,000.00	-21,585.00
Nekia Comm - Knowl. Use Init.		30,000.00	-30,000.00
Nekia Comm - Expense Reimb	3,740.35	0.00	3,740.35
Nekia Comm - Management Fee		24,000.00	-24,000.00
Others - Interest Income	1,095.52	1,000.00	95.52
Others - Rental Income	80,894.00	91,776.00	-10,882.00
Total Income	\$ 680,416.17	\$ 758,776.00	-\$ 74,359.83
Expenses			
Advertising & Promo Materials	2,109.70	2,500.00	-390.30
Bank Charges & Fees	479.48	100.00	379.48
Computers - Internet Fees	3,865.78	4,500.00	-634.22
Computers - Service & Repairs	1,050.00	5,000.00	-3,950.00
Computers - Website Maint	1,300.62	7,040.00	-5,739.38
Consultants	64,394.30	67,800.00	-3,405.70
Dues & Subscriptions	8,117.21	9,450.00	-1,332.79
Entertainment & Meals	2,998.92	4,400.00	-1,401.08
Equipment Leases	1,418.82	1,800.00	-381.18
Gifts & Awards	744.79	1,000.00	-255.21
Insurance - Business	1,536.50	1,000.00	536.50
Insurance - D & O	1,630.00	2,520.00	-890.00
Insurance - Health	19,219.55	24,507.00	-5,287.45
insurance - Work Comp	1,086.50	1,340.00	-253.50
Interest Expense	69.44	100.00	-30.56
Knowledge Util. Init. Expense	28,548.82	30,000.00	-1,451.18
Lobbying Fees	1,535.00	4,200.00	-2,665.00
Meetings -Board of Directors	9,949.36	11,250.00	-1,300.64
Meetings -Other Meetings	7,139.01	36,000.00	-28,860.99
Office Supplies & Expenses	1,062.51	3,300.00	-2,237.49
Payroll - Bonus	8,000.00	10,000.00	-2,000.00
Payroll - Salaries	253,125.39	287,040.00	-33,914.61
Payroll - Taxes	16,360.94	20,700.00	-4,339.06
Pension Contributions	12,280.00	16,000.00	-3,720.00
Postage & Delivery	1,282.69	1,500.00	-217.31
Printing & Copying	356.68	1,050.00	-693.32
Professional Development	1,601.00	1,500.00	101.00
Professional Fee - Accounting	15,759.17	15,500.00	259.17
Professional Fee - Legal	320.00	2,000.00	-1,680.00
Professional Fee - PayrollService	1,390.86	1,450.00	-59.14
Professional Fee - Pension Admin	880.50	1,850.00	-969.50

R&M - Equipment Repairs	742.73	405.00	337.73
R&M - Maintenance Contract	1,144.44	2,365.00	-1,220.56
Rent	117,052.08	126,340.00	-9,287.92
Storage Expense	797.04	1,205.00	-407.96
Taxes & Licenses	4,577.58	9,300.00	-4,722.42
Telephone, Fax & Cellular	6,582.41	8,820.00	-2,237.59
Travel - Local	1,447.09	1,600.00	-152.91
Travel - Long Distance	8,813.62	14,000.00	-5,186.38
Utilities	6,142.44	8,000.00	-1,857.56
Total Expenses	\$ 616,912.97	\$ 748,432.00	-\$ 131,519.03
Net Operating Income	\$ 63,503.20	\$ 10,344.00	\$ 53,159.20
Net Income	\$ 63,503.20	\$ 10,344.00	\$ 53,159.20

Nekia
Balance Sheet
As of October 31, 2005

	Total
ASSETS	
Current Assets	
Bank Accounts	
Nekia Escrow Account	36,012.70
Prime Obligation MMF	25,134.19
SunTrust 206885792	19,177.67
Total Bank Accounts	\$ 80,324.56
Accounts Receivable	
Accounts Receivable	79,851.50
Total Accounts Receivable	\$ 79,851.50
Other Current Assets	
AR Contra for Beg Bal	23,695.00
Undeposited Funds	0.00
Total Other Current Assets	\$ 23,695.00
Total Current Assets	\$ 183,871.06
Fixed Assets	
Equipment	
Original Cost	28,997.35
Total Equipment	\$ 28,997.35
Furniture & Fixtures	
Depreciation	-36,746.97
Original Cost	44,415.91
Total Furniture & Fixtures	\$ 7,668.94
Leased Equipment	
Original Cost	3,994.90
Total Leased Equipment	\$ 3,994.90
Total Fixed Assets	\$ 40,661.19
Other Assets	
Prepaid Insurance	1,476.00
Security Deposits	8,556.33
Total Other Assets	\$ 10,032.33
TOTAL ASSETS	\$ 234,564.58
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	-28,218.19
Total Accounts Payable	-\$ 28,218.19
Other Current Liabilities	
A/P - 401K Withholding	-3,068.54
A/P - 408K Withholding	11,630.98
Accrued Vacation	896.52
AP Contra 2003-04	0.00
Prepaid Membership Dues	56,742.50

T/P Fed W/H	-10,569.39
T/P Med W/H	-174.77
Total Other Current Liabilities	\$ 55,457.30
Total Current Liabilities	\$ 27,239.11
Long Term Liabilities	
Accrued Reserves	6,992.91
Tenant Security Deposits	-466.67
Total Long Term Liabilities	\$ 6,526.24
Total Liabilities	\$ 33,765.35
Equity	
Opening Balance Equity	0.00
RE Unrestricted Fund Balance	101,434.26
Restrict Fund Balance	8,561.44
Retained Earnings	4,536.57
Net Income	86,266.96
Total Equity	\$ 200,799.23
TOTAL LIABILITIES AND EQUITY	\$ 234,564.58

FINAL REPORTS

- **2005 Government Relations**
- **2005 Work Plan**

FOR BOARD REVIEW

To: Board of Directors
From: Marcia Knutson
Subject: Final Report, 2005 Government Relations
Date: 11/8/05

Once again Congress is into November and the new federal fiscal year without enacting all of the FY 06 appropriations bills, including the Labor HHS Education (LHHS) bill that funds our programs. This year we decided to temporarily back off of our goal to double education research accounts, because the fiscal picture was just too dismal. Our very modest requests for increases were greeted favorably by hill staff and all of our Tier One programs were level funded by both the House and the Senate, as we had hoped. This was particularly good news for the Regional Labs because they had been eliminated in the President's budget. [Note: We changed our priority list to reflect "action" items—A list, and "watch" items—watch list.] In a change from last year, both the House and the Senate passed Labor HHS bills. However, at this writing, we are awaiting a House Senate conference on the LHHS bill.

Congress has implemented a Continuing Resolution through November 18, and there is hope that the appropriations bills may be finished by that time. A short CR may then be enacted to allow the President time to sign the bills into law. However the end game plays out, our Tier one programs are likely to remain in tact, but are subject to the anticipated across the board cut. We are also fearful of a second across the board cut to help pay for this year's extraordinary hurricane expenses. Each of these cuts may be two percent. A chart with the current funding levels is at the end of this report.

Last year we were successful in getting report language in the LHHS bill urging the Department to act on a mechanism for increasing funding for the R&D centers. The Department indicated in several communications to NEKIA that they would consider supplemental grants for the centers, but no awards were made. When it became apparent that the Department was not acting on last year's language, NEKIA went to work to get stronger language in this year's bill setting specific amounts of money. At this time we have had numerous conversations with hill staff and are hopefully that our recently forwarded language to the hill will be included in the LHHS conference report.

NEKIA has no top priority authorizations in this Congress. On other education authorization issues, however, this Congress has accomplished little. Left over from the 108th Congress are the still unresolved Perkins Vocational Ed bill (now career and technical education—CTE) and the Higher Education Act (HEA). On CTE, both the House and the Senate passed bills early in the year, but there has been virtually no progress on conferencing the two bills. The House passed a HEA reauthorization earlier in the year, and Senate attached their committee approved version to the Budget reconciliation package which passed on November 3rd. How the conference will play out with the HEA bill attached remains to be seen.

NEKIA was very involved in two major competitions this year, the Comprehensive Assistance Centers and the Regional Education Labs. Staff carefully monitored the announcements and subsequent changes to them and maintained a dialog with the program officers at the Department to clarify issues raised by NEKIA members. All of the Comprehensive Centers awardees except

one are members of NEKIA. The Lab competition is on course to make an announcement in early to mid December.

Comprehensive School Reform (CSR) was our sole “B” list program. We had learned from senate staff early in the cycle that there was no interest in funding CSR this year. However, the House did include \$10 million for continuation grants—but the actual purpose of those funds was never made clear and some believed it was due to misinformation by the Department. However, NEKIA seized the day and lobbied hard to preserve the funds in order to keep CSR alive and to fund national programs like the quality initiatives and the clearinghouse. At this time, CSR funding is in limbo, waiting for the LHHS conference.

Coalition building continues to be a priority. We have good relationship with the key personnel at IES (Institute for Education Sciences). A new Secretary of Education resulted in many resignations in other offices at ED. We are working on relationships with the new staff. We have also reached out to the new program offices for the Comprehensive Centers and look forward to a healthy relationship with them. We have very good contacts with hill staff and are constantly expanding network there as well as in the education association arena.

The National Board for Education Sciences (NBES) moved beyond the organizational phase and NEKIA attended all of their meetings. We filed comments in the notice of proposed priorities and many of our suggestions were incorporated into the Board’s final principles document. We have reached out to the new Director and have a good relationship. We also met with the Research official at the Office of Management and Budget and will continue to build a relationship with OMB.

NEKIA kept members up to date with weekly Updates and an occasional Action Alert. Biweekly conference calls with the Policy Action Group and the Board of Directors supplemented Update information.

All in all, this has been a good year for NEKIA’s government relations arm. We were successful once again in fighting attempted to eliminate one of our key programs when others did not survive. PAG members did excellent work in reaching out to the ir respective member of Congress and those efforts will continue to serve us well.

On a final note, we were very happy this year in the increased discussion of knowledge use. The use of the phrase ‘knowledge utilization’ has become quite prevalent in education research policy discussions in Washington. At the last NBES meeting, the phrase and our principles were used repeatedly.

**NEKIA PRIORITY PROGRAMS
For FY 06 Appropriations**

“A” LIST

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

FY05-final: \$66.132 M

President’s Budget: zero

NEKIA FY 06 Request: \$70 M

House Bill (HR 3010): \$66.132 M

Senate Bill: \$66.131 M

Comprehensive Centers (School Improvement Programs-SIP)

FY05-final: \$56.824 M

President’s Budget: \$56 M

NEKIA FY 06 Request: \$60 M

House Bill: \$56.8 M

Senate Bill: \$56.8 M

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

FY05-final: \$164.194 (including favorable language on R&D centers)

President’s Budget: \$165 M

NEKIA FY 06 Position: \$170 M

House Bill: \$164.194 M

Senate Bill: \$164.194 M

“B” LIST

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

FY05-final: \$205.344 M

President’s Budget: zero

NEKIA FY 06 Position: \$234 M

House Bill: \$10 M (for close out of national activities and evaluation)

Senate Bill: Zero

Watch List

Math/Science Partnership (School Improvement Programs-SIP)

FY05-final: \$178.56 M

(additional \$79 M at NSF for continuation grants only)

President's Budget: \$269 M
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request.
House Bill: \$190 M
Senate Bill: \$178.56 M

21st Century Community Learning Communities [After School]-(SIP)

FY05-final: \$991.077 M

President's Budget: \$991 M
NEKIA FY 06 Position: TBA based upon After School Alliance action and the President's budget request
House Bill: \$991 M
Senate Bill: \$991 M

Title I (OESE)

FY05-final: \$12.739 B

President's Budget: \$13.34 B
NEKIA FY 06 Position: TBA based upon El/Sec coalition action and the President's budget request
House Bill: \$12.839 B
Senate Bill: \$12.839 B

Even Start (OESE)

FY05-final: \$225.094 M

President's Budget: zero
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request.
House Bill: \$200 M
Senate Bill: Zero

Reading First (State grants)

FY05-final: \$1.041 B

President's Budget: \$1.042 B
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request.
House Bill: \$1.041 B
Senate Bill: \$1.041 B

Striving Readers (OESE)

FY05-final: \$24.8 M

President's Budget: \$200 M
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request.

House Bill: \$30 M
Senate Bill: \$35 M

State Grants for Innovative Programs (SIP)

FY05-final: \$198.4 M

President's Budget: \$100 M
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request.
House Bill: \$198.4 M
Senate Bill: \$100 M

Statewide Data Systems (IES)

FY05-final: \$24.8 M

President's Budget: \$25 M
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request
House Bill: \$24.8 M
Senate Bill: \$24.8 M

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

FY05-final: \$41.8 M

President's Budget: zero
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request.
House Bill: Zero
Senate Bill: (not on chart, presumed zero)

Safe and Drug-Free Schools and Communities State Grants

FY05-final: \$437.3 M

President's Budget: zero
NEKIA FY 06 Position: TBA based upon coalition action and the President's budget request.
House Bill: \$400 M
Senate Bill: \$300 M

To: Board of Directors
From: Jim Kohlmoos
Subject: Final Report, FY 2005 Work Plan
Date: November 3, 2005

For your review and comment at our meeting, we have provided a brief final report on each of our goals and activities in the chart below. During the Board meeting we will elaborate on our ratings and discuss our strengths and weaknesses. For your reference we have also included the full work plan in our reference materials under separate cover.

Approved Priorities for FY 2005

1. Public Policy: Promote increased investments, favorable policies, and proper implementation in high priority federal programs

Estimated Time and Resources:

FY 2004:	50%
FY 2005:	55%

2. Industry Leadership: Strengthen the position of NEKIA and its membership to lead and shape the knowledge industry in education.

Estimated Time and Resources:

FY 2004:	25%
FY 2005:	25%

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

Estimated Time and Resources:

FY 2004:	15%
FY 2005:	10%

4. Organizational Development: Improve NEKIA's operating capacity for long term financial stability, growth and diversification.

Estimated Time and Resources:

FY 2004:	10%
FY 2005:	10%

Ratings

- 5 – Exceptional, achieved all of or above and beyond the original goal
- 4 – Very Good, achieved more than 90% of the goal
- 3 – Good, achieved more than 75% of the goal
- 2 – Average, achieved more than 50% of the goal
- 1 – Poor, achieved less than 50% of the goal

	April	Sept	Nov
1.0 Public Policy			
1.1 Appropriations	3 --- So far so good. See Marcia's report for more detailed analysis on our progress and the remaining challenges and uncertainties	3 --- Excellent position for level funding of top 3 priorities. CSR in poor position. No progress on R&D Center language	3 plus—Level funding for 3 top priorities. CSR language still in play. Some progress with R&D Centers report language.
1.2 Implementations	3 --- We have focused significantly on tracking the competitions process and organizational changes at ED	4 --- Strong performance in monitoring and pushing implementation of competitions	4 --- Comprehensive “watch dog” monitoring of the IES Board, Regional Advisory Committees, competitions for RELs, Comp Centers, R&D Centers. Solid and valuable effort.
1.3 Knowledge Utilization	0 --- We have delayed any legislative activity until after the visioning process is completed and the political climate becomes more settled in Congress	0 – postponed until FY 2006	2 --- Postponed legislative action on another KU bill but able to include a knowledge use focus in the IES priorities and proposed language in HEA proposals.
1.4 Policy Action Group	2 + --- We have made good progress in working with individual members but we re-assessing how best to mobilize more group activity	3 --- strong interactions	3 --- Overall strong efforts and results of the PAG members. Good support from NEKIA staff thru conference calls and weekly updates. Mixed success with the policy institute. Excellent Hill reception for key Senators.
1.5 Reauthorizations	0 --- We have not yet been active in the upcoming reauthorizations for vocational education and higher education.	2 --- some knowledge use language in HEA in House and proposed for Senate	2 --- moderate involvement in HEA and erate. Piggy backed on interest group initiatives.
2.0 Industry Leadership			
2.1 Knowledge Utilization	3 --- We have made good	4 --- Excellent progress.	4 --- Produced set of principles through an 8- month process of

Visioning	progress with this effort. See attached report	Established principles.	visioning and deliberation. Integrated the principles into mission statement, publications, articles
2.2 Communications	2 --- We have maintained good visibility in the trade press (six mentions/quotes this year) and are making progress on the Communicators Institute.	4 ---good progress towards exceeding our goals	4 plus --- Exceeded our goal for media “hits” with frequent quotes in trade publications. Established strong relationships with USA Today and trade pubs. Developed a series of articles for KU.
2.3 Relationships	3 --- We continue to nurture develop relationships in our field with positive specific interactions with CCSSO, ELC, AERA, EIA, PPI, NAS, ASCD, CEF, OCRE, AEI, IEL, CEP, NASSP, NCTAF.	3 – Have maintained strong relationships with all listed but disappointed with CCSSO situation	3 plus --- proactive outreach and relationship building efforts involving CCSSO, EWA, EPA, AACTE, CEF, ASCD, NCTAF, SERP, NASSP, NAESP, OCRE, AERA, AEI, EIA, PPI, NAS, IES, ELC, AAESA, NEA, AFT, NGA, CEP.
3.0 Business Development			
3.1 Knowledge Utilization Policy	0 same as 1.3	0	2 see 1.3
3.2 Niche Markets	2 --- We have explored additional potential opportunities in NSF, NIH, Homeland Security, and Defense. We need to take a more aggressive approach	2 --- mixed success in examining additional fed agencies.	2 Moderate results so far. Through monthly conference calls explored NSF, Homeland Security, Defense, NIH. The Biz Develop institute may lead to new possibilities
3.3 Business Development Group	2 --- We have convened the group for two teleconferences and will soon start planning for the November institute.	2 --- We convened teleconferences as planned with mixed participation.	2 Mixed results. Monthly conference calls were moderately beneficial and discontinued after July. Need to reassess this area.
4.0			

Organizational Development

4.1 Membership Development

3 --- Good progress with the addition of two new full members. We still have to add at least 4 new associate members to reach our year's goal

3 – on target after two new members joined in the spring and two existing members dropped. Still short on associate members

3 --- Exceeded our targets early in the year but then lost two members in mid year. Not much movement after June due to competition situation

4.2 Finances

1 --- We have taken modest steps in exploring new revenue streams. More attention needs to be focused on this effort.

1 --- still examining possibilities beyond our membership revenue streams

2 --- New ideas for using the knowledge use framework to generate additional sources of revenue but not yet fully executed. Need to reconsider how to expand revenue base

4.3 Operations & Governance

2 + --- Adequate progress in reviewing our accounting systems but will know more after the audit is completed. We are making good progress in shifting more operational work to the Ex Committee.

3 --- good

3 --- Excellent work by the Executive Committee in moving the overall agenda. Good progress in moving the Board functions to a strategic and relationship building focus. New administrative, auditing, bookkeeping systems in place

2006 PROPOSALS

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

FOR BOARD DECISION

To: Board of Directors
From: Jim Kohlmoos for the Executive Committee
Subject: 2006 Work Plan
Date: 11/4/05

You will see below the proposed 2006 Work plan that the Executive proposes to the Board for approval. You will notice that we have reduced the goals from four to three and changed several previous objectives to “activities” . We hope that this streamlined version will be easier to understand and monitor.

*****Proposed*****
FY 2006 WORK PLAN

PRIORITIES

1. Public Policy: Promote increased investments, favorable policies, and proper implementation in high priority federal programs through effective advocacy and outreach initiatives.

Estimated Time and Resources:
FY 2004: 50%
FY 2005: 55%
FY 2006: 50%

2. Business Development: Enhance business opportunities for NEKIA members by providing industry leadership and promoting knowledge use in the market place.

Estimated Time and Resources:
FY 2004: 40%
FY 2005: 35%
FY 2006: 35%

3. Collective Capacity: Strengthen NEKIA’s capacity to advance members’ collective interests over the long term through membership development, effective management, and organizational innovation.

Estimated Time and Resources:
FY 2004: 10%
FY 2005: 10%
FY 2006: 15%

GOALS, OBJECTIVES, AND ACTIVITIES

1. Public Policy: Promote increased investments, favorable policies, and proper implementation in high priority federal programs. (objectives in order of priority)

1.1 FY 2007 Appropriations—Advocate for an increase in appropriations levels for designated priority programs by 10% over the FY 2006 levels.

Key Activities:

- Develop position for each relevant funding account,
- Design and implement targeted outreach strategy to Congress, monitor progress,

- Provide accurate and timely information, strategic guidance, and training to designated Policy Action Group representatives.
- Create yearlong master plan for grassroots advocacy
- Convene regular conference calls, ongoing email communications, and at least 2 DC-based working meetings
- Maintain “on call” contact with PAG members for advice and sharing.

1.2 Implementations --- Ensure the favorable implementation of and participation in relevant provisions in Education Sciences Reform Act (ESRA) and No Child Left Behind Act (NCLBA)

Key activities:

- Identify critical implementation issues including the funding and configurations of National R&D Centers, the implementation of agreements for the Comprehensive Centers and the Regional Education Laboratories, relevant report language in FY 2007 appropriations bills.
- Design and implement strategies in problem areas
- Work with key officials at the Department of Education, the Education Sciences Board and the Congress.

1.3 Reauthorizations --- Promote positions on selected issues that affect members’ future business opportunities relating to Higher Education Act (HEA), Perkins Act, and other authorization and policy areas.

Key activities:

- Identify relevant issues and formulate positions
- Establish strategic priorities and advocacy strategies
- Work with coalitions to promote positions

2. Business Development: Enhance business opportunities for NEKIA members by providing industry leadership and promoting knowledge use in the market place.

2.1 Knowledge Use --- Launch a long term strategy for promoting NEKIA’s principles for knowledge use in education

Key Activities

- Seek funding for a long term effort
- Explore partnerships with industry organizations (see 2.3)
- Link NEKIA policy forums with knowledge use concepts
- Revise and re-introduce the Knowledge Utilization Act with balance bi-partisan support in both houses of Congress with an emphasis on eventual passage.
- Revise current proposal involving a wide group of interested experts and interests
- Develop and implement government relations strategy for introducing the bill with bi-participant support
- Create follow up strategy for passage or continued consideration

2.2 Market Expansion and Penetration — Help members penetrate and/or expand share in key markets.

Key Activities:

- Research and identify high potential market niches in government agencies, k-12 school markets, philanthropies, and international areas
- Strategic development --- assist members in accessing new markets as appropriate.
- Convene regular conference calls and annual institute for Business Development Action Group
- Examine ways to enhance business processes in member organizations

3. Collective Capacity: Strengthen NEKIA's capacity to advance members' collective interests over the long term through membership development, effective management, and organizational innovation.

3.1 Membership: Expand and diversify NEKIA's membership based upon industry leadership goals and NEKIA's approved plan

Key Activities:

- Task Force---Re-convene Board task force to identify and reach out to prospects
- Set new targets and recruitment plan based upon the results of the 2005 competitions.

3.2 Operations and Governance— Improve the efficiency of office operations and strengthen governance process with the Board and Executive Committee.

Key activities:

- Use technology and consultants to streamline accounting, budgetary and correspondence processes to relieve paper work burdens and move to a paperless office.
- Continue to identify key areas in the bylaws, policy and procedures in need of updating and revisions.
- Continue to expand the Executive Committee's role in overseeing operating processes.
- Maintain the Board's focus on key strategic issues relating to business development, government relations, and industry development.
- Research short and long term revenue production options that enhance NEKIA's position in the industry and financial stability.
- Develop strategy for full launch by mid-year FY 2006.

3.3 Communications --- Raise public awareness about NEKIA, its members, and the knowledge industry through strategic communications efforts.

Key Activities:

- Media Relations—Generate at least five op ed pieces and 10 positive quotes or references in trade publications

- Events— Conduct at least three events to enhance visibility and credibility of NEKIA as an industry leader.
- Communicators Network--- Conduct annual NEKIA Communicators Institute focusing on communicating in a knowledge utilization era.

3.4 Relationships — Expand and/or strengthen collaborative relationships with other Industry organizations

Key Activities:

- Continue active involvement in industry-related strategic alliances including AEP, IEA, CEF, EdLiNC, IGER, OCRE
- Explore additional partnerships and co-sponsorships with other industry related organizations, National Academy of Sciences, the US Department of Education, NSF, and other executive agencies.

To: Board of Directors
From: Jim Kohlmoos for the Executive Committee
Subject: 2006 Budget Proposal
Date: 11/4/05

You will see below the 2006 Budget proposed by the Executive Committee. The budget is aligned with the priorities in our proposed work plan and reflects the activities that we have identified in our annual calendar.

In developing this budget we recognized that our revenue situation will be a bit more uncertain than in the previous two or three years, particularly during the first quarter as membership issues are resolved. As a result, we have identified a number of expenses which we will put on hold until our revenue situation is clarified . These pending expenses include:

- Consultants (Washington Partners, Diskey Associates)---\$42,000
- Lobbying Fees --- \$ 2000
- Staff Bonuses for FY 2005---\$5,000
- 1% point on overall salary increases
- Knowledge Use Initiative --- \$10,000
- Accounting --- \$7500
- Travel --- \$ 3000

We aim to continue to protect our fund base in the NEKIA Center for Knowledge Use (aka NEKIA Communications). We have budgeted a moderate reimbursement from the fund but will seek to avoid doing so until necessary.

We look forward to discussing this budget with you during the meeting

Nekia Proposed FY2006 BUDGET

	2005 PROJECTED	2006 PROPOSED	NOTES
Income			
Members - Annual Dues	600,000.00	545,000.00	20 Full Members @\$26K; 5 Assoc. Members @\$5K Rembursements for receptions, meetings, institutes, and calls
Members - Expense Reimb	28,000.00	36,000.00	
From Nekia Comm			
Nekia Comm - Knowl. Use Init.	30,000.00	10,000.00	\$1,922/Month-Discretionary Draws as Needed
Nekia Comm - Management Fee	0.00	23,065.00	
Others - Interest Income	1,850.00	1,850.00	
Others - Rental Income	83,776.00	84,600.00	Rent from subtenants
Total Income	\$743,626.00	\$ 700,515.00	
Expenses			
Advertising & Promo Materials	2,100.00	2,000.00	
Bank Charges & Fees	500.00	450.00	
Computers - Internet Fees	4,500.00	4,500.00	
Computers - Service & Repairs	3,000.00	3,000.00	
Computers - Website Maint	3,000.00	2,000.00	
Consultants	67,800.00	47,000.00	\$42,000: Pending
Dues & Subscriptions	9,000.00	7,000.00	
Entertainment & Meals	4,000.00	4,400.00	
Equipment Leases	1,700.00	1,700.00	
Gifts & Awards	1,000.00	800.00	
Insurance - Business	1,500.00	1,500.00	
Insurance - D & O	1,630.00	1,800.00	
Insurance - Health	24,500.00	28,175.00	
insurance - Work Comp	1,100.00	1,400.00	
Interest Expense	100.00	100.00	
Knowledge Util. Init. Expense	30,000.00	10,000.00	
Lobbying Fees	3,500.00	3,800.00	\$2,000: Pending
Meetings -Board of Directors	12,400.00	13,000.00	
Meetings -Other Meetings	30,000.00	30,000.00	
Office Supplies & Expenses	2,000.00	2,000.00	
Payroll - Bonus	8,000.00	5,000.00	\$5,000: Pending
Payroll - Salaries	287,040.00	298,520.00	4% increase of which 1% is pending
Payroll - Taxes	20,700.00	21,530.00	4% increase of which 1% is pending
Pension Contributions	16,000.00	16,640.00	
Postage & Delivery	1,500.00	1,500.00	
Printing & Copying	1,000.00	1,000.00	
Professional Development	1,600.00	1,500.00	
Professional Fee - Accounting	17,500.00	17,500.00	\$7,500: Pending

Professional Fee - Legal	1,000.00	1,000.00	
Professional Fee - Payroll Service	1,600.00	1,600.00	
Professional Fee - Pension Admin	1,850.00	1,850.00	
R&M - Equipment Repairs	745.00	500.00	
R&M - Maintenance Contract	1,950.00	2,250.00	
Rent	126,340.00	131,400.00	
Storage Expense	1,200.00	1,200.00	
Taxes & Licenses	5,900.00	5,000.00	
Telephone, Fax & Cellular	8,500.00	8,500.00	
Travel - Local	2,000.00	1,000.00	
Travel - Long Distance	10,000.00	11,000.00	\$3,000: Pending
Utilities	7,500.00	7,400.00	
Total Expenses	\$725,255.00	\$ 700,515.00	
Net	\$18,371.00	0	

Approved by NEKIA Board of Directors (10/17/05)
FY2006 Activity Calendar

December 2005

Monday, December 5th: 4-5 p.m. (Eastern) Executive Committee Conference Call
Monday, December 12th: 3-4 p.m. (Eastern) Board Conference Call

January, 2006

Monday, January 9th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Executive Committee Conference Call Monday,
January 16th: 3-4 p.m. (Eastern) Board Conference Call
Monday, January 23rd: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Business Development Conference Call
January 26th: 9 a.m.-4 p.m. Policy Action Group, After Action Review
Washington, DC

February, 2006

Monday, February 6th: 3-4 p.m. (Eastern) Policy Action Group Conference Call Thursday,
February 16th: 6-9 p.m. Board Retreat Dinner, Scottsdale, AZ
Friday, February 17th: 9 a.m.-4 p.m. Board Retreat, Scottsdale, AZ
4-6 p.m. Executive Committee Meeting, Scottsdale, AZ
Monday, February 27th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Business Development Conference Call

March, 2006

Monday, March 13th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Executive Committee Conference Call
Monday, March 20th: 3-4 p.m. (Eastern) Board Conference Call
Tuesday, March 21st: 4-8 p.m. (Eastern) Opening Session and Dinner, Legislative and Policy Institute
Washington, DC
Wednesday, March 22nd: 8:30-10 a.m. Policy Breakfast, Legislative and Policy Institute,
Washington, DC
10 a.m.-5 p.m. Hill Visits
Thursday, March 23rd: 8 a.m.-5 p.m. Hill Visits
6-9 p.m. Closing Dinner, Legislative and Policy Institute, Washington, DC
Friday, March 24th: 9-Noon (Eastern) NEKIA-NAS-ES Policy Forum, Washington, DC
Monday, March 27th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Business Development Conference Call

April, 2006

Monday, April 3rd: 3-4 p.m. (Eastern) Policy Action Group Conference Call
Thursday, April 6th: 6-9 p.m. (Pacific) Board Members Dinner, San Francisco, CA
Friday, April 7th: 8-9:30 p.m. (Pacific) Executive Committee, San Francisco, CA
9:30 a.m.-4 p.m. (Pacific) Board Meeting, San Francisco, CA
4-5 p.m. (Pacific) Sector Groups Meeting, San Francisco
Monday, April 24th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Business Development Conference Call

May, 2006

Monday, May 8th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Executive Committee Conference Call Monday,
May 15th: 3-4 p.m. (Eastern) Board Conference Call
Monday, May 22nd: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Business Development Conference Call
Wednesday, May 31st: 1-5 p.m. NEKIA Communicators Institute, New Orleans, LA
6-8 p.m. NEKIA Communicators Dinner, New Orleans, LA

June, 2006

Thursday, June 1st: 8-11:30 a.m. NEKIA Communicators Institute, New Orleans, LA
Monday, June 5th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
Monday, June 12th: 4-5 p.m. (Eastern) Executive Committee Conference Call Monday,
June 19th: 3-4 p.m. (Eastern) Board Conference Call
Tuesday, June 20th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Business Development Conference Call
Tuesday, June 27th: 9 a.m.-Noon (Eastern) NEKIA-NAS-ES Policy Forum,
Washington, DC

July, 2006

Monday, July 10th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
6-9 p.m. Welcome Dinner, Board Retreat, Aspen, CO
Tuesday, July 11th: 8-9:30 a.m. Executive Committee Meeting, Aspen, CO
9:30 a.m.-5 p.m. Board Retreat, Aspen, CO
Wednesday, July 12th: 8 a.m.-1:00 p.m. Board Retreat, Aspen, CO (concludes with lunch)
Monday, July 24th: 3-4 p.m. (Eastern) Policy Action Group Conference Call,
4-5 p.m. (Eastern) Business Development Conference Call

August, 2006

Monday, August 7th: 4-5 p.m. (Eastern) Executive Committee Conference Call
Monday, August 21st: 3-4 p.m. (Eastern) Board Conference Call
Tuesday, August 29th-30th: Executive Committee Meeting, location TBA

September, 2006

Thursday, September 7th: 9 a.m.-Noon (Eastern) NEKIA-NAS-ES Policy Forum, Washington, DC

Monday, September 11th: 3-4 p.m. (Eastern) Policy Action Group Conference Call

Monday, September 11th: 4-5 p.m. (Eastern) Executive Committee Conference Call

Monday, September 18th: 3-4 p.m. (Eastern) Board Conference Call

Monday, September 25th: 3-4 p.m. (Eastern) Policy Action Group Conference Call
4-5 p.m. (Eastern) Business Development Group Conference Call

October, 2006

Tuesday, October 10th: 4-5 p.m. (Eastern) Executive Committee Conference Call

Monday, October 16th: 3-4 p.m. (Eastern) Board Conference Call

Tuesday, October 17th: 3-4 p.m. (Eastern) Policy Action Group Conference Call

Monday, October 23rd: 4-5 p.m. (Eastern) Business Development Conference Call

November, 2006

Monday, November 6th: 4-5 p.m. (Eastern) Executive Committee Conference Call

Monday, November 13th: 3-5 p.m. (Eastern) Policy Action Group Conference Call

Wednesday, November 15th: Noon-2:00 p.m. Executive Committee, Location TBD

Wednesday, November 15th: 2-5 p.m. Annual Board Meeting, Location TBD
5-6 p.m. Sector Groups Meetings, Location TBD
6-9 p.m. Dinner, Business Development Institute

Thursday, November 16th: 8:30 a.m.-5 p.m. Business Development Institute, Location TBD

Friday, November 17th: 8 a.m.-Noon Business Development Institute, Location TBD

December 2006

Monday, December 4th: 3-4 p.m. (Eastern) Policy Action Group
4-5 p.m. (Eastern) Executive Committee Conference Call

Monday, December 11th: 3-4 p.m. (Eastern) Board Conference Call

2006 GOVERNANCE

- **Chair-elect (2007 Chair)**
- **Executive Committee members**
- **Conflict of Interest form**

To: Board of Directors
From: Jim Kohlmoos for the Executive Committee
Subject: 2006 Officers
Date: November 7, 2005

Chair-elect (Board chair in 2007)

As established in NEKIA by-laws, the Executive Committee annually nominates a candidate for the chair-elect for Board consideration. The chair-elect serves on the Executive Committee for the forthcoming year (2006) and then assumes the board chair the next year (2007). This year the Committee nominates:

Joan Herman.

During the Board meeting you will have a chance to discuss and vote on this nomination.

Executive Committee members for 2006

Also established in our bylaws is the authority for the incoming Board chair (Carol Thomas) to select her cabinet i.e. Executive Committee. This does not require Board approval. The members of the Executive Committee for 2006 are:

Carol Thomas (ex officio)
Chair-elect (ex officio)
Max McConkey
Keith Kershner
Doris Redfield
Chris Dwyer (ex officio)
Jim Kohlmoos (ex officio)

Signing Conflict of Interest form

You will recall that the Board passed the following policy at the strong suggestion of our auditors. As part of this policy, each board member and staff member should sign the policy statement and submit to John Waters. We will provide copies at the Board meeting.

POLICY: Conflict of Interest

Approved by the Board of Directors, August 15, 2005

Definition: A conflict of interest exists whenever there is a proposed financial transaction of NEKIA (e.g., contracts, the purchase of goods and services) in which a director, officer or staff member has any actual or potential involvement, interest or relationship, either directly or indirectly. A director, officer or staff member shall have an indirect interest in a proposed transaction if:

1. the other party to the transaction is related to such director, officer, or staff member;
2. the other party is an entity in which the director, officer, or staff member has a material financial interest; or
3. the director, officer or staff member is an officer, director, or general partner of such other party.

Conflict of Interest by Director or Officer

Each director or officer of NEKIA has a duty to disclose to the Board of Directors and to any applicable committee of the Board the material facts of any proposed financial transaction of NEKIA in which such director or officer has any actual or potential conflict of interest. This disclosure must be made prior to any consideration of such proposed transaction by the Board or by any applicable committee of the Board. The director or officer having the conflict shall not participate in the final deliberation or decision regarding the matter under consideration, and shall if any member of the Board requests, or the person deems it appropriate, retire from the room during the deliberations. Any proposed transaction in which a director or officer has a conflict of interest must be approved by a majority of the directors of the board or of the applicable committee of the Board entitled to vote other than the interested director(s) at a meeting which a quorum is present, even though the disinterested directors may constitute less than a quorum. Such interested director(s), if present, may be counted solely for purposes of determining whether a quorum is present.

The minutes of the meeting of the Board of Directors or the committee of the Board shall reflect that the conflict of interest was disclosed and that the interested person did not vote or participate in the final discussions, and, if appropriate, was not present during such discussions and vote. Where there is a doubt as to whether a conflict of interest exists, the matter shall be resolved by a vote of the Board of Directors or the committee of the Board, excluding the person concerned about whose situation the doubt has arisen.

Conflict of Interest by Staff

Each staff member has a duty to disclose to the President the material facts of any proposed financial transaction of NEKIA in which such person has any actual or potential conflict of interest. This disclosure must be made prior to any consideration of such proposed

financial transaction by NEKIA. A staff member having an actual or proposed conflict of interest shall not participate in the deliberation or decision by NEKIA regarding the matter under consideration. However, he or she shall provide NEKIA with any and all relevant information regarding the matter. The President shall take such additional action as may be required to ensure that the conflict of interest is resolved, and shall maintain a record of the existence and resolution of the conflict. When there is any doubt as to whether a conflict of interest exists, the matter shall be resolved by the President, as necessary.

Gifts, Favors and Entertainment

NEKIA employees may not give or accept gifts, payments, fees or services or other favors that influence, or appear to influence, the performance of their duties. In particular, NEKIA employees shall not solicit nor accept any gift from an individual or organization that: (1) has or is seeking to obtain contractual or other business relations with NEKIA; (2) conducts an operation or activity that may be substantially affected by NEKIA activities; or (3) has an interest that may be affected by the performance or nonperformance of the employee's duties (except one of nominal value with the approval of the President or his designee).

The acceptance of meals and refreshments or entertainment of nominal value on infrequent occasions in the normal course of business is not prohibited. In addition, the acceptance of unsolicited gifts of nominal value (generally considered to be less than \$50 total value) is not prohibited when the gifts are of such nature as to indicate that they are merely tokens of respect or friendship and could not be construed as a bribe, payoff or secret compensation. Employees who have questions concerning the appropriateness of a gift or other item of value should contact the President, who will then make a decision as to the disposition of the gift.

Fees and Other Payments

Directors' fees, authors' royalties, and payments for published articles may be accepted provided these payments do not represent activities that interfere with the staff member's responsibilities to NEKIA. Honoraria may be accepted only when the preparation and presentation falls on a weekend, a holiday, after normal working hours, if the staff member is on personal or professional development leave, or on leave without pay. No salary, consulting fee, or honorarium may be accepted by a NEKIA staff member for services rendered to outside agencies that would normally be considered a regular service provided by NEKIA. Where the organization or agency offers to reimburse NEKIA for necessary expenses, employees are encouraged to accept such reimbursement and transmit it to NEKIA. Where such matters are not clear, employees should seek clarification from the President.

Gifts and Contributions

NEKIA prohibits employees from sending gifts or making contributions on its behalf, and will not reimburse employees for this type of expense. Any gifts deemed necessary will be made by NEKIA. Contributions can only be made via a NEKIA check through the normal disbursement channels. Prior approval must be obtained from the President or her/his designee.

Annual Procedure

A copy of this conflict of interest statement shall be furnished to each director, officer and staff member who is presently serving NEKIA, or who may hereafter become associated with it. Upon

receipt and review of the statement, directors, officers, and staff members are asked to sign the acknowledgement below on an annual basis.

New directors, officers, and staff members shall be advised of the policy upon undertaking the duties of such office, and will also be asked to sign the acknowledgement on an annual basis.

By signing below, I hereby acknowledge and affirm that I:

- (a) received a copy of the NEKIA Conflicts of Interest Policy (effective _____);
- (b) read and understand such policy; and
- (c) agree to comply with the policy.

(print name)

(signature)

(date of execution)

DISCUSSION ITEMS

(Getting a Sense of the Board)

- **Sponsorship of a Program on CSPAN**
- **Board Retreat, Arizona**
- **Professional Development Retreat, Aspen Institute**
- **Reauthorization of ESEA and ESRA**
- **NEKIA Center for Knowledge Use Board Members**

To: Board of Directors
From: Jim Kohlmoos
Subject: Discussion Items ---Getting a Sense of the Board
Date: November 7, 2005

As we outline below, there are number of issues and activities on the horizon about which we will seek your advice during our meeting.

NEKIA on C-SPAN

We have been approached by the Close Up Foundation to explore the possibility of sponsoring and helping produce an hour long show on C-SPAN in either June or September of 2006. (Close Up has an exclusive production relationship with C-SPAN and produces a weekly show on Friday nights during the school year). The cost of sponsorship would be around \$25000. We would like to get a sense of the Board about whether this proposed idea is worth our serious attention. If so, which of the following options is preferable?

- 1) Finding a foundation or corporation to sponsor the program on behalf of NEKIA and working with the funder to develop a panel of presenters.
- 2) Funding the program with our reserve funds from the NEKIA Center for Knowledge Use (AKA NEKIA Communications) and retain most of the editorial control (within Close Up guidelines).
- 3) Funding the program through “participating” members of NEKIA and providing those members with an opportunity to participate in the program.
- 4) Funding the program with a collaborator organization outside of NEKIA and share the marquee and production process.

Possible topics include: Annual Report Card on School Improvement; Back to School Challenges and Opportunities; the Knowledge Era of Education Reform; Critical Issues in Education for the Next 5 years.

Board Retreat in Arizona in February (Need two Board members to serve on the planning committee)

Our current thinking is that this retreat should examine the strategic direction of the trade association over the next three years. We seek your suggestions about the specific questions that should be addressed in the eight hours of facilitated time we will be together. Possible questions could include:

- Should we change the basic goals in our annual plan? If so, how and what?
- What should NEKIA look like by November 2008? Number of members? Types of services and programs? Size of budget?
- Should NEKIA actively try to create new revenue streams beyond membership fees?
- Should NEKIA continue to be a “boutique” type of association or expand and diversify into a “mall” association?
- How should NEKIA position itself with the rest of the education community?

Professional development Retreat at the Aspen Institute (Need two Board members to serve on the planning committee)

While we have already set up the logistical arrangements, our current thinking about content is wide open. We seek your ideas with which a planning committee can begin work.

Reauthorization of ESEA and ESRA (Need two Board members to serve on a “think tank” group)

This next year will likely be an active year for the education policy community in terms of reauthorization issues. The Executive Committee suggests that we should devote much of our spring Board meeting (in April in San Francisco) to establishing principles/positions for reauthorization. In preparation, we need to set up a think tank group to identify the prominent issues and suggestions positions. Some issues to consider are:

- Integrating our knowledge use principles into NCLB
- Expanding school improvement set asides and activities
- Creating new knowledge use programs to complement R&D centers, RELs, CCs.
- Establishing NEKIA positions re accountability, choice, teacher quality, etc

Members of the Board for the NEKIA Center for Knowledge Use (AKA NEKIA Communications)

Last spring our auditors recommended that “...If a decision is made to use NEKIA Communications as a fundraising arm of NEKIA, ... the NEKIA Communications board should 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...”

The board of NEKIA Communications (composed of Jay Diskey, Max McConkey and me) agreed in June to authorize the NEKIA board to appoint all of the Board members at the beginning of each year as well as change the name of the entity. We have not yet created a process for making the new appointments. We seek your advice about how to best do this.

For the name change, we have submitted an application to an application to the D.C. Department of Consumer and Regulatory Affairs to register the trade name “NEKIA Center for Knowledge Use” as the name under which business is conducted by the Council for Educational Development and Research, the corporate name for the 501(c)(3) entity currently doing business as NEKIA Communications. We anticipate the process will be completed by mid December. We will develop a promotional strategy for announcing the center (perhaps in conjunction with our policy institute and policy forum in late March).

ADDITIONAL INFORMATION

- **February Retreat Info**

To: Board of Directors
From: John Waters
Subject: Additional Information
Date: November 9, 2005

February Board Retreat

The February 2006 NEKIA board retreat will be held in Scottsdale, AZ, at the Renaissance Scottsdale Resort. The tentative agenda is as follows:

Thursday, February 16th

6:00 p.m. Members Dinner

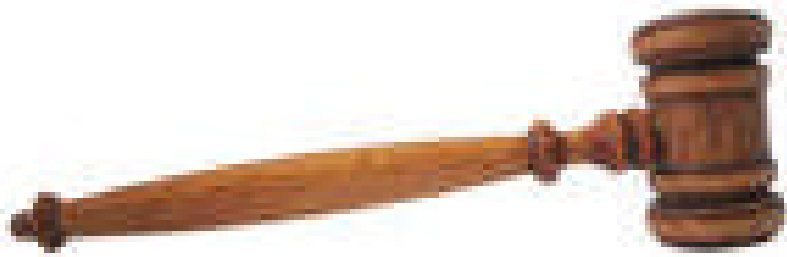
Friday, February 17th

9:00 a.m.-4:00 p.m. Board Meeting

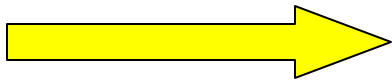
4:00-6:00 p.m. Executive Committee Meeting

Please make your hotel reservations by calling (800) 309-8138, and informing the agent that you are with the NEKIA meeting, NO LATER THAN Tuesday, December 27th.

Renaissance Scottsdale Resort
6160 North Scottsdale Road
Scottsdale, AZ 85253
www.renaissancescottsdale.com



Passing the Gavel from Excellence to Excellence



REFERENCE MATERIALS

(SENT UNDER SEPARATE COVER)

- **2006 Calendar** (approved 10/17/05)
- **2005 Board Members**
- **2005 Membership list**
- **2005 Work Plan**
- **2005 Budget**
- **NEKIA By-laws**