

National Education Knowledge Industry Association



2006 Board of Directors Fall Meeting

November 15-16, 2006

NWREL

101 SW Main Street, Suite 500
Portland, OR 97204 (503) 275-9500

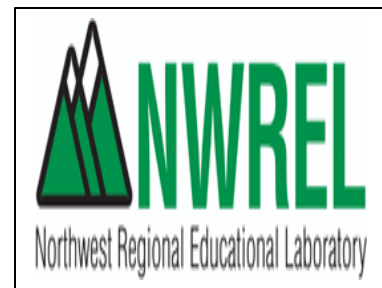


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National Education Knowledge Industry Association

1718 Connecticut Avenue, NW Suite 700
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November 8, 2006

Dear Members of the Board of Directors,

We look forward to seeing all of you at our meeting in Portland on November 15-16, 2006, hosted by the Northwest Regional Educational Laboratory.

As you will see on the following pages, we have put together a very ambitious agenda. There is much for us to digest and act upon in a relatively short period of time. To make the best use of our time together, we urge you to carefully study all of the documents prior to the meeting including the Map of the Future and Scenarios for R&D Organizations which were sent to you in hard copy via express snail mail. We aim to take decisive action on the inspired thinking in Aspen and move forward with a strong strategy for the trade association over the next three years. Clearly we have reached another watershed moment for our collective cause. What we decide at this meeting will likely have a major impact on the trade association's work for years to come. We look forward to your active participation in this effort.

And don't worry. We have reserved some time for fellowship and celebration. At our dinner on November 15 we will be lifting a glass to our collective achievements during this challenging transitional year as well as celebrating what we believe is a very exciting and promising future.

We will also be paying tribute to Bernice Stafford and her many ground breaking contributions to the trade association over many years. As you may know, Bernice has resigned from Plato Learning and will be stepping down from our board (at least for now). We will definitely want to "keep the light on" for her in anticipation of a possible return in the future.

As always, we look forward to being "at the table" with all of you, breaking bread, raising a glass, and working together on our ambitious agenda for the years ahead.

Until then,

Carol Thomas
2006 Board Chair

Jim Kohlmoos
President and CEO

BOARD MEETING AGENDA

To: Board of Directors
From: Jim Kohlmoos
Subject: Board Meeting Agenda on November 15-16

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

Goals

1. **2006:** Evaluate 2006 work plan, budget and CEO performance
2. **Aspen Follow Up:** Identify the critical implications for NEKIA's future work
3. **Principles:** Review and refine the next draft of NEKIA principles within the context of #2.
4. **Three-Year Strategy:** Develop a three-year general strategy for NEKIA based upon #2 and #3.
5. **2007:** Finalize 2007 work plan, budget, and governance structure based upon our work in #4.

November 15

NWREL 101 SW Main Street, Suite 500 Portland, OR (503) 275-9500

- Noon -2:00 Executive Committee Meeting**
- 2:00-2:15 Board Meeting --- Opening (see pages 3-31)**
- Welcome, introductions, minutes, agenda --- review and decision
- 2:15-3:30 FY 2006 Evaluation (see pages 32-40)**
- Work plan and Budget --- review (15 minutes)
 - CEO --- discussion, Board executive session (45 minutes)
 - CEO --- discussion, Board and CEO in executive session (15 minutes)
- 3:30-3:45 Break**
- 3:45-6:00 Futures Session #1: Map of the Future, Scenarios for R&D Organizations, and Implications for NEKIA (see pages 42-44)**
- Context Setting --- large group presentation (5 minutes)
 - Map of the Future --- small group discussion (40 minutes)
 - Scenarios for R&D Organizations --- small group discussion (40 minutes)
 - Implications for NEKIA's Future Work --- small group discussion (20 minutes)
 - Analysis and Consensus --- large group reports and discussion (30 minutes)
- 6:00-7:00 Break**

7:00- 9:00 Dinner and Tribute

Jake's Grill 611 SW Tenth Avenue Portland (503) 220-1850

A Special thanks to Carol Thomas and Bernice Stafford

November 16

NWREL 101 SW Main Street, Suite 500 Portland, OR (503) 275-9500

7:30- 8:00 Breakfast

8:00- 9:45 Futures Session #2: NEKIA Principles (see pages 45-46)

- Context Setting --- large group presentation (15 minutes)
- Critiquing the Principles --- small group discussion (60 minutes)
- Analysis and Consensus--- large group report out and discussion (30 minutes)

9:45-10:15 Break and Re-group

10:15-noon Futures Session # 3: Three-Year Strategy (see pages 47-50)

- “Straw Man” and “Current Course” strategies --- large group presentation (5 minutes)
- Critiquing and Picking the Strategies --- small group discussions (60 minutes)
- Analysis and Consensus --- large group report out and discussion (45 minutes)

Noon- 1:00 Break and Lunch

1:00-2:00 Moving forward in 2007 (see pages 51-64)

- Work plan and budget --- decision, make adjustments based upon the “Straw Man” discussion (30 minutes)
- Governance and Operations (chair elect, Executive Committee, Board of the Center for Knowledge Use) --- decision (30 minutes)

Minutes

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

**By Conference Call
May 15, 2006**

The following Board members or their representatives were present on the call: Nancy Ames, Tom Barlow, Denise Borders, Gina Burkhardt, Chris Dwyer, Joan Herman, Wes Hoover, Paul Kimmelman, Jim Kohlmoos, Laura Lefkowitz, Max McConkey, Jay Moskowitz, Doris Redfield, Bud Spillane, and Carol Thomas.

Staff Present: Marcia Knutson and John Waters

Overview of the Meeting

Carol Thomas opened the meeting at 3:02 p.m. and welcomed Bud Spillane of CNA to the NEKIA Board of Directors. Bud introduced himself to the group.

Congressional Environment and Advocacy Activity

Jim Kohlmoos and Marcia Knutson briefed the board on the appropriations process. The budget resolution has not passed in either the House or the Senate, so the two chambers will proceed on separate tracks, with the possibility for a contentious conference. The House mark-up should occur in late June, with the Senate mark-up to take place in August or September.

NEKIA staff continue to work relationships on the Hill on the issues of the \$200 million School Improvement Fund and the restricted indirect cost rate.

Positioning for ESEA Reauthorization

Jim and Marcia discussed group Hill visits, coordinated by region, by NEKIA members, and the value they can provide during the reauthorization process.

IES Board Meeting

Jim briefed the board on this meeting, noting that Whitehurst had discussed this year's funding schedule, the emphasis placed on relevance and rigor, and on state longitudinal data systems.

Budget, Membership and Dues

Jim updated the board on NEKIA's budget situation and current cash-flow, indicating that NEKIA continues to employ a cautious spending approach. The dues task force is also in the process of developing its proposal for board consideration.

Aspen Retreat

Carol Thomas briefly reviewed the retreat agenda, and informed the board that advance reading materials would be sent to attendees in the coming weeks.

Updates and Announcements

- Jim asked that board members identify staff at their respective organizations who would serve on the REL and CC sector groups.
- Jim announced that Jay Diskey had accepted the position of Executive Director of the American Association of Publishers; that Susan Fuhrman was the new president of Teachers College, and that Carol Chelemer is retiring from the Department of Education.
- Jim reviewed upcoming NEKIA events for 2006, including the Communicators meeting in New Orleans, the August Executive Committee planning meeting, and the November board meeting in Portland, OR.
- Members who are interested in a subscription to Dean Millot's newsletter, School Improvement Industry Weekly, should contact Jim.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

**By Conference Call
June 19, 2006**

The following Board members or their representatives were present on the call: Tom Barlow, Gina Burkhardt, Denise Borders, Chris Dwyer, Mark Elgart, Wes Hoover, Paul Kimmelman, Jim Kohlmoos, Laura Lefkowitz, Max McConkey, Jay Moskowitz, and Carol Thomas.

Staff Participating: John Waters

Overview of the Meeting

Carol Thomas opened the meeting at 3:02 p.m. and welcomed Mark Elgart of NCA/SACSCASI to the NEKIA Board of Directors. Mark introduced himself to the group.

FY2007 Appropriations and Advocacy Issues

Jim Kohlmoos briefed the board on the appropriations process. In the House, the bill has been passed by the full committee, but floor action will not occur until after the November elections. NEKIA programs have generally fared well; NEKIA is monitoring a new \$200 million School Improvement Fund, state technology funding, and teacher quality funding. On the Senate side, 302b allocations will be made this week, with a mark-up likely in mid/late July or possibly September, and floor action after the elections.

Jim also briefed the board on his recent meetings with officials from the Department of Education, including discussion of the Promising Practices Initiative.

Aspen Retreat

Carol Thomas updated the board on the agenda and program for the July retreat.

Communicators Institute

Jim briefed the board on the meeting of the NEKIA communicators earlier in the month, and indicated he would be sending a draft plan for a branding strategy to the board at the end of the summer.

Security Checks

Jim briefed the board on ED's directive requiring security checks for contractors and sub-contractors. NEKIA won't investigate further unless specifically asked to do so.

Indirect Cost Issue

Jim briefly reviewed this issue, indicating it was unclear if the process required congressional action or was under the control of the Department.

NEKIA Updates

- Jim reviewed the status of NEKIA's membership and budget, indicating that the association was being conservative in its spending practices.
- Jim informed the board that the dues task force had completed its work, and a proposal would be discussed by the board in the fall.
- Jim updated the board on the search for a Director of Policy and Advocacy, noting that the hope is to have a person report by September. He also indicated that in the interim NEKIA will expand its relationship with Washington Partners.
- The Executive Committee will meet at the end of August for its annual planning meeting for the coming year, and will begin construction of the agenda for the November board meeting at NWREL's offices in Portland, OR.
- NEKIA will be hosting a dinner meeting for the REL sector group in July in Washington, DC.

The meeting was adjourned at 3:56 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

**By Conference Call
August 21, 2006**

The following Board members or their representatives were present on the call: Tom Barlow, Denise Borders, Chris Dwyer, Wes Hoover, Paul Kimmelman, Jim Kohlmoos, Mike Mayo, Max McConkey, Jay Moskowitz, David Monk, Carol Thomas, and Ludy van Broekhuizen.

Staff Present: John Waters

Overview of the Meeting

Carol Thomas opened the meeting at 3:04 p.m. and welcomed David Monk of Penn State University/Mid-Atlantic Regional Lab to the NEKIA Board of Directors. David introduced himself to the group.

Aspen Retreat Follow-Up

Carol Thomas reviewed several issues of strategic follow up to the board's discussions at the July retreat, including: creation of vision and partnerships; developing success stories, and work being done by the NEKIA standards group. The board discussed how to make these areas a little more concrete, while maintaining a connection to the vision developed at the board's February meeting.

NEKIA Updates

- Jim briefed the board on the status of appropriations, which will not be addressed until after the November elections.
- Jim informed the board that NEKIA's budget, while suffering from the loss of members, was stable, and that NEKIA staff were in the process of drafting the 2007 work plan and budget.
- Jim informed the board that the search for a new Director of Policy and Advocacy had not resulted in a hire yet, and that it was possible that NEKIA might reopen the position to another round of applications.
- Jim informed the board of the Executive Committee's ongoing review of NEKIA's dues structure, indicating that no major changes were being planned right now.

- Jim briefed the board on the topic of communications, indicating that the Executive Committee would be addressing the issue in the context of the Aspen meeting and the June gathering of the NEKIA Communicators group.
- NEKIA is continuing to monitor the indirect cost issue, particularly the “supplement not supplant” provisions. Ellin Nolan, of Washington Partners, will be meeting soon with Sen. Kennedy’s staff to discuss the issue.
- Carol Thomas will be soliciting board feedback in September for the CEO appraisal.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

**By Conference Call
September 18, 2006**

The following Board members or their representatives were present on the call: Tom Barlow, Jim Kohlmoos, Marilyn Kulieke, Laura Lefkowitz, David Monk, Doris Redfield, and Carol Thomas.

Staff Present: John Waters

Overview of the Meeting

Carol Thomas opened the meeting at 3:05 p.m. and welcomed Marilyn Kulieke of Advanced to the NEKIA Board of Directors. Marilyn introduced herself to the group.

Executive Committee August Meeting/Aspen Retreat Follow-Up

Jim Kohlmoos briefed the board on the executive committee's August meeting, during which it discussed how to capture the spirit of the Aspen retreat and apply it to future NEKIA work. In response to questions from the board, Jim and Carol Thomas indicated that the committee is seeking to develop a clear example for what NEKIA will do (using the Knowledge Works' map) in future advocacy and reauthorization efforts, and present this plan/vision at the November board meeting.

Proposed 2007 Calendar

Jim presented the proposed calendar to the board, and indicated he will solicit input regarding any major conflicts via email and then finalize the calendar within the next two weeks.

ESEA Reauthorization

Jim reviewed the status of reauthorization and noted its complexity and timing. The reauthorization task force will be reconvened; those interested in being added to the task force should contact Jim. The group will use the vision developed at the November meeting to further refine its proposal.

Co-Chair Proposal

Jim updated the board on the proposal for Carol Thomas and Joan Herman to serve as co-chairs for 2007. Tom Barlow moved to accept the proposal; Doris Redfield seconded. The board discussed the motion, as well as the overall composition of the Executive Committee. The motion was

approved unanimously, and Jim will solicit nominations for chair-elect and at-large members from the board via email for a vote at the November board meeting.

Updates

- Jim briefed the board on the status of appropriations, noting Congress' plan to recess on September 29th and reconvene after the November elections, at which time appropriations will be addressed. Should the Democrats take control, there could be a continuing resolution into January 2007.
- Jim informed the board that NEKIA was continuing to monitor the restricted indirect cost rate issue.
- Jim informed the board that the 2007 budget and work plan were under development and would be presented to the board in October for its review, in anticipation of discussion at the November board meeting.
- Carol reviewed the CEO appraisal process for the board, and requested that comments/feedback be sent to her within the next three weeks. Jim will also send the evaluation form to the entire board.
- Jim briefed the board on the efforts to hire a new Policy Manager for NEKIA, indicating that the position had been re-cast and re-opened to a new pool of applicants.
- NEKIA is continuing its current relationship with Washington Partners.
- Information and logistical details regarding the November board meeting will be sent to the board via email.
- Tom Barlow requested that anyone who could offer insight regarding strategic planning consultants on the East Coast contact him.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION BOARD OF DIRECTORS MEETING

**By Conference Call
October 16, 2006**

The following Board members or their representatives were present on the call: Nancy Ames, Wes Hoover, Jim Kohlmoos, Max McConkey, Jay Moskowitz, and Carol Thomas.

Staff Present: John Waters

Overview of the Meeting

Carol Thomas opened the meeting at 3:05 p.m. and reviewed the agenda.

Appropriations and ESEA Reauthorization

Jim Kohlmoos briefed the board on the status of appropriations and the upcoming lame-duck session. He also indicated that the ESEA task force was reviewing its previous proposal, and that a sub-group of the task force was looking at SBR language, in an effort to clarify and enhance it with a knowledge use component.

November Board Meeting

Jim and Carol Thomas reviewed the agenda for the meeting, which is still being tweaked by the Executive Committee. Agenda items will include the regular annual business—review of year's work plan, budget and financial statements and CEO appraisal—as well as follow-up on the Aspen work and the integration of the standards group.

Proposed 2007 Calendar

Jim presented the proposed calendar to the board. The board voted unanimously to adopt the calendar and finalize the event dates.

Updates

- Jim briefed the board on the development of the 2007 work plan and budget, which will be presented to the board at the November meeting and will include a connection to the work done at the Aspen retreat.
- Carol asked that board members send statements and comments to her for the CEO evaluation.

- Jim updated the board on the process of finding a new Policy Manager for NEKIA, and indicated that the possibility exists for reopening the search after the elections.
- Carol reviewed the CEO appraisal process for the board, and requested that comments/feedback be sent to her within the next three weeks. Jim will also send the evaluation form to the entire board.
- Jim briefed the board on the initial discussions of the leaders of the Lab sector group, and indicated that NEKIA could hosts calls or meetings for group if there are topics to address outside of Task 6.

The meeting was adjourned at 3:32 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**By Conference Call
May 8, 2006**

The following Executive Committee members participated: Chris Dwyer, Joan Herman, Jim Kohlmoos, Max McConkey, Doris Redfield, and Carol Thomas.

Staff participating: John Waters

Overview of the Meeting

Carol Thomas opened the meeting at 4:04 p.m. and briefly reviewed the agenda.

Advocacy Efforts and Appropriations

Jim Kohlmoos briefed the committee on the status of the overall appropriations process, noting that the House appropriations committee should be announcing the 302(b) allocations this week. He also briefed the committee on NEKIA's advocacy work, emphasizing the groundwork being laid through some new positive relationships with members' offices.

Audit Report

Jim and John Waters informed the committee that the report was being finalized by the auditor, and would be presented to the committee on a conference call scheduled for May 23rd, at 3:00 p.m. ET. The auditor will also discuss with the committee during this call a separate report it prepared for NEKIA, reviewing the employer matching payments to NEKIA's pension plan.

Jim's August Work Schedule

Jim briefed the committee on his plan to be out of the office for most of the month of August, as outlined in the conference call materials. Jim had discussed the proposed absence with Carol prior to the call, and presented it to the committee for formal approval.

FY2007 Planning Timeline

Jim presented the proposed timeline, as described in the materials, for planning NEKIA's 2007 functions and operations (calendar, work plan, advocacy portfolio, and the budget). The committee approved the proposal.

August Executive Committee Meeting and November Board Meeting

Jim presented the proposed meeting schedule, as described in the materials, for the August Executive Committee meeting in Chicago and the November board meeting in Portland. The committee approved the proposal.

Budget, Cash Flow and Membership

Jim briefed the committee on the association's budget and cash flow, which currently would cover expenses through August (this scenario does not include the addition of new members).

Jim then informed the committee that NEKIA has officially added CNA-The Center for Education as a member, and that the board is currently voting via email on the addition of SERRC (formerly a member through the previous comprehensive centers network), and of the North Central Association/ICASI. Jim also informed the committee that he is continuing his conversations with Penn State, winner of the REL for the Mid-Atlantic region, and that discussions with Edvance have been put on hold, due to the challenge to its contract award.

Aspen Retreat

Jim updated the committee on the registration for the meeting, and of the confirmation of speakers. He also informed the committee that Joan Herman and Carol Thomas would be providing a facilitated update at the meeting on the development of standards work that has been done over the past few months.

Dues Modification

Jim reviewed the memo in the call materials outlining a proposal for the membership dues modification process. The committee briefly discussed the proposal, and recommended that it be referred to the membership task force for further discussion and decision.

CEO Evaluation

The committee went into executive session to discuss the CEO evaluation process.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**By Conference Call
June 12, 2006**

The following Executive Committee members participated: Chris Dwyer, Joan Herman, Jim Kohlmoos, Max McConkey, Doris Redfield, and Carol Thomas.

Staff participating: John Waters

Also participating: Stefanie Gerard and Mike Hoehn of Raffa, P.C.

FY2005 Financial Review Report

Stefanie Gerard and Mike Hoehn of Raffa, P.C., NEKIA's auditor, reviewed the management letter, 2005 financial statements, and the review report for the committee and answered questions. The committee accepted the review, and agreed to have Raffa conduct a full audit (rather than just a review) of FY2006.

Updates

- Jim updated the committee on the status of 2007 appropriations, noting that NEKIA programs had generally fared well.
- Jim briefed the committee on his recent meeting with Russ Whitehurst.
- Jim informed the committee that, while searching for a Director of Policy and Advocacy, NEKIA would be engaging Washington Partners in a higher level of service.
- Jim discussed NEKIA's membership situation, noting his continuing conversations with recruitment targets, including efforts to keep WGBH involved at the affiliate level.
- The dues task force has reviewed NEKIA's dues structure, and appears to be ready to recommend maintaining the current arrangement, with the possibility of small modifications.
- Carol briefed the committee on the deliberations of the standards group, as it develops material to be discussed at the Aspen retreat.

Executive Session for CEO Mid-Year Feedback

The committee went into executive session to provide feedback to Jim on his performance.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**By Conference Call
August 7, 2006**

The following Executive Committee members participated: Chris Dwyer, Jim Kohlmoos, Max McConkey, Doris Redfield, and Carol Thomas.

Staff participating: John Waters

2007 Board Chair

Jim updated the committee on the possibility of Joan Herman serving as the board chair for 2007.

Director of Policy and Advocacy

Jim briefed the board on the search process and the withdrawal of two of the candidates. The committee recommended considering re-opening the search in September.

Aspen Retreat Follow Up

The committee discussed how to proceed with follow up to the July retreat, and will make it an agenda item for its in-person August planning meeting. The committee emphasized the need to bring clarity to the big conversations in Aspen and merge the discussion with practical considerations. For the planning meeting agenda, Jim will include a visioning discussion and provide an historical look at where NEKIA has been and where it is going.

NEKIA Standards

The committee discussed the standards project, and agreed that work should continue in this area, though perhaps with a different way of thinking about what they mean (guiding principles rather than standards). The committee will further discuss this at the August meeting.

Proposed 2007 Work Plan, Budget and Calendar/CEO Appraisal

The committee will also address these issues during its August gathering.

Updates

- While NEKIA appropriations issues are currently in good shape coming out of committee, floor action won't occur until after the November elections.
- Jim informed the committee that NEKIA's budget and cash flow, while strained, were stable.
- Jim informed the committee that NEKIA's membership for 2007 would not include WGBH, and likely would not include Plato Learning.
- Jim will draft a dues modification proposal for the committee to consider at the August meeting.

The meeting was adjourned at 4:38 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**Chicago, IL
August 29-30, 2006**

The following Executive Committee members participated: Chris Dwyer, Jim Kohlmoos, Max McConkey, Doris Redfield and Carol Thomas.

Staff participating: John Waters

August 29

The committee discussed follow-up action to the Aspen retreat at a dinner meeting, agreeing that the goal should be to put ideas on paper—essentially, “Aspen-izing” the 2007 work plan (a concrete scaling-up of the work plan with an informed board and its input). The follow-up requires specifics, with a focus on learning (not necessarily schools), partnerships, readiness issues, and the boldness/edginess discussed in Aspen. The discussion also included reference to the impediment of NEKIA’s dues structure, separating governance from membership, and the re-conceptualization of the trade association (from solely a protector of funding streams to also heading in different directions with new priorities).

August 30

Aspen Follow Up and November Meeting Planning

The committee reviewed the previous evening’s discussion, emphasizing the re-conceptualization of the trade association. The approach would require having NEKIA’s advocacy, business development, and vision regarding learning mesh together, with bolder/edgier talking points, and would require the identification of a partner with whom a theme could be expanded or developed, thereby making NEKIA an organization of attraction, rather than just promotion.

For the November meeting, the committee discussed providing the board with a map of the conceptual progress and evolution of NEKIA, identifying a future “place” where NEKIA wants to be (i.e., making the vision created at the February 2006 meeting more concrete) and also identifying activities that will take us there, and then providing a “proof of concept” (demonstrating what this means in the context of one of the specific trends from the education map of future). The committee also discussed using the NEKIA Center for Knowledge Use (501c3) as a leadership think tank, connecting it with NEKIA members’ knowledge of how things play out in the field.

In preparation for the November meeting, Jim will draft a memo for the board with a somewhat retooled vision of what we learned in Aspen (conceptual map of NEKIA's future), some ideas/suggestions for moving toward that vision (mega-conferences/forum series), using one or more of the trends as concrete examples (with edgier talking points), and linking this to advocacy (a possible new tag line for NEKIA could be "Advocacy for a Larger Purpose). Trends identified during meeting include Digital Natives; Simulation as the New Pedagogy; Explosion of Learning Agents; Personalized Learning.

NEKIA will invite a potential partner to meeting—possibilities discussed include a representative from Institute for the Future, Chad Wick, John Bransford, David Thornburg, Ken Kay, Judith Warren Little.

The Aspen "follow-up"/initiative will be incorporated into the other priorities of the NEKIA work plan, since it relates to all of NEKIA's other work.

2007 Work Plan

The committee reviewed the proposed 2007 work plan, and suggested the following changes:

- A change of name for Priority #2 from "Marketing" to "Leadership"
- A change of name for Priority #3 from "Management" to "Operations"
- The insertion of the word "current" before the word "federal" in Priority #1 (Advocacy)
- Include in the "Key Activities" for Objective 1.1 a bullet for group visits to Capitol Hill (e.g., visits by those from a specific region or state)
- Reference Objective 1.3 under the Leadership Priority and allude to how we want to integrate it as such
- Change Objective 2.1 to "Articulate and operationalize a vision for NEKIA's role as leadership for a larger purpose", with the current "Brand Creation" objective becoming a key activity
- Within Objective 2.2, adding a key activity: "Integrate the Communicators Network into the work of the larger advocacy efforts"
- Move Objective 2.3 (Membership) into the "Operations" Priority (include in Objective 3.2)
- Rename Objective 2.4 "Strategic Alliances" and remove references to "industry-related organizations"
- The 2nd Activity under Objective 2.4 becomes "Explore new partnerships with diverse organizations"
- Add a bullet under Objective 2.4 regarding policy
- Add a bullet under Objective 3.2 (Member Relations): "Maintain relationships with individual members on a regular basis"
- Add a bullet under Objective 3.2 (Member Relations): "Explore Alternative Governance Models"

2007 Calendar

The committee reviewed the proposed 2007 calendar, and suggested the following changes:

- The addition of an in-person Executive Committee meeting on February 12th and 13th (possibly in Palm Springs); canceling the February Executive Committee conference call.
- Moving the November 2007 Executive Committee and Board meetings to October 23rd and 24th; canceling the October Board conference call and adding a Board conference call in November.

2007 Budget Planning and Dues Structure

The committee reviewed a draft budget, and discussed several of the account lines. The budget was considered in the context of NEKIA's dues structure, which will not change for 2007, as recommended by the Membership Task Force. The committee approved the draft budget, and instructed NEKIA to continue discussion with its auditors regarding the feasibility of splitting dues between the 501c6 and the 501c3 organizations as a service to its members.

2007 Officer Nominations

The committee discussed the possibility of Joan Herman deferring her assumption of the Chairmanship for 2007. Jim will contact Joan to discuss this option, and if she chooses to defer, Carol Thomas and the other members of the committee agreed to continue in their roles for an additional year. Should Joan wish to assume the Chairmanship for 2007, Carol will contact Jay Moskowitz about serving on the committee as an at-large representative. The committee will present one of these scenarios for approval on the September 18th board call.

The committee also discussed the composition of the board of the NEKIA Center for Knowledge Use. Jim will contact Mike Mayo about serving on this board, which would include Jim and Max McConkey.

Staffing

The committee discussed NEKIA's open position of Director of Policy and Advocacy, considering the developments at the Aspen meeting and the committee's deliberations during this meeting. Jim will brief the remaining candidates on NEKIA's new vision and then decide whether to extend an offer or re-open the search process.

CEO Appraisal

The committee conducted its interim appraisal of Jim Kohlmoos, assigning and drafting sections of the formal feedback report. Written feedback from the full board will be solicited during the September 18th board conference call.

The meeting was adjourned at 1:53 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**By Conference Call
September 12, 2006**

The following Executive Committee members participated: Chris Dwyer, Joan Herman, Jim Kohlmoos, Max McConkey, Doris Redfield, and Carol Thomas.

Staff participating: John Waters

November Board Meeting

The committee reviewed a range of options for the development of the agenda, emphasizing the need for concrete steps that will follow up on the discussion during the Aspen retreat. The committee discussed the importance of reinforcing the “Are We Moving Forward?” concept, as outlined by the memo for the Executive Committee’s meeting in August (this memo will be shared with the board during the September 18th conference call). With a goal of identifying a clear “takeaway” message/action for the November board meeting, Jim will contact Barbara Diamond of Knowledge Works to discuss the possibility of applying its map to NEKIA to develop the vision for NEKIA’s future direction. The Standards Group will also reconvene to re-draft its earlier work.

2007 Board Chair and Chair-Elect

The committee nominated Joan Herman and Carol Thomas as co-chairs for 2007, and will submit the nomination to the board during the September 18th conference call. The committee will also solicit nominations from the entire board for Chair-Elect, and nominate an individual for board approval at the November meeting.

Proposed 2007 Calendar

The committee reviewed the proposed calendar, including the changes made during the committee’s August meeting, and agreed to present the calendar to the board during the September 18th conference call. The board will be asked identify any major conflicts, and the calendar will be finalized by board vote via email.

Proposed 2007 Work Plan

The committee reviewed the proposed work plan, and suggested that it include active ingredients inspired by the Aspen retreat, and that the changes made during the committee’s August meeting be highlighted for presentation to the entire board. Jim will re-draft the plan for presentation to the committee, and inform the board of the process during the September 18th conference call.

Updates

- The appropriations process is in a holding pattern while Congress addresses national security issues. The Labor/HHS/Education bill will be addressed during a lame duck session after the November elections.
- Jim informed the committee that he extended an offer to one of the candidates for the position of Director of Policy and Advocacy. The candidate is considering the offer, and would contact Jim within 48 hours.
- Jim informed the committee that he had contacted Mike Mayo to discuss Mike serving on the board of the NEKIA Center for Knowledge Use (the 501c3). The committee endorsed appointing Mike to that board should WGBH remain a member of NEKIA in the Affiliate category.

The meeting was adjourned at 4:38 p.m.

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**By Conference Call
October 10, 2006**

The following Executive Committee members participated: Chris Dwyer, Joan Herman, Jim Kohlmoos, Max McConkey, Doris Redfield, and Carol Thomas.

Staff participating: John Waters

November Board Meeting

The committee reviewed the development of the agenda and discussed how to incorporate the NEKIA standards, 2007 work plan, and Aspen spirit/vision into a concrete proposal for the board to consider. Jim will share with the committee a set of future scenarios developed by McREL for possible inclusion on the agenda, and will send a revised version of the agenda to the committee for review during its next call.

2007 Executive Committee At-Large Representatives and Chair-Elect

Carol Thomas will contact Denise Borders and Steve Fleischman to discuss serving on the Executive Committee as at-large representatives for 2007. Carol also informed the committee that Max McConkey will be the nominee for chair-elect. The board will vote on these nominations during the November board meeting.

Membership Status

The committee discussed NEKIA's membership composition and dues structure, and will propose a continuation of the current membership classes to the board at the November meeting. Jim also briefed the board on his ongoing discussions with Plato Learning about continuing its membership, and on his conversations with Joan Herman about the possible creation of an alliance membership for the R&D Centers.

Proposed 2007 Calendar

The committee reviewed the proposed calendar, and will present it the full board for approval during the October 16th conference call.

Appropriations

Jim noted the uncertainty that would exist during a lame duck session should Democrats take control of the House of Representatives, and the problems that a long-term continuing resolution could cause for the School Improvement Fund.

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

DRAFT MINUTES

NATIONAL EDUCATION KNOWLEDGE INDUSTRY ASSOCIATION EXECUTIVE COMMITTEE MEETING

**By Conference Call
November 6, 2006**

The following Executive Committee members participated: Chris Dwyer, Jim Kohlmoos, Max McConkey and Carol Thomas.

Staff participating: John Waters

NEKIA Membership Status

Jim Kohlmoos informed the committee that the number of full members for 2007 is expected to be 17, rather than the 19 which had been budgeted for. Jim is still in discussion with Plato and Edvance, and will be revisiting the recruitment list. NEKIA staff will also be contacting current Affiliate members to determine which will continue membership in 2007.

2007 Executive Committee At-Large Representatives

Carol Thomas reported that Denise Borders and Steve Fleischman had accepted appointments to the Executive Committee as at-large representatives for 2007. The appointments will be submitted to the board for approval at the November meeting.

11/10 PAG Call and Policy Manager Search

NEKIA will host a special conference call on Friday, 11/10, to offer post-election analysis for the PAG. The search for a Policy Manager is continuing, with the possibility that the job may be re-opened for another round of applications.

Splitting Dues

Jim informed the committee that NEKIA had received guidance and instructions from its auditor regarding the split allocation of dues payments between NEKIA (501c6) and the NEKIA Center for Knowledge Use (501c3). Invoices for 2007 will include information about the amount allocated to each organization, and will also include language applicable to for-profit entities regarding tax deductions.

Office Space

Jim briefed the committee on discussions NEKIA is having with its landlord and a potential new tenant for taking over NEKIA's current office space. NEKIA would eventually relocate, but such a move would result in a reduction in rent expenses for the association.

Board Meeting Agenda

Jim reviewed the agenda, and explained the three-tiered plan for developing a strategy (the straw-man, the current course, or a third option). Jim will include talking points in the annotated agenda, and also provide an historical perspective of NEKIA's direction and strategy over the past few years.

Board Members for NEKIA Center for Knowledge Use

Jim proposed that the Executive Committee serve as the board for the Center for Knowledge Use. The committee recommended that such this approach serve as an interim measure, with a proposal for establishing a new board to be submitted to the NEKIA directors at the April board meeting.

CEO Appraisal

The committee went into executive session to review the appraisal process.

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

Assessment of 2006

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

To: Executive Committee
From: Jim Kohlmoos
Subject: 2006 Work plan, Progress report
Date: 11/6/06

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

Progress Ratings

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

	April	Aug	Nov
1.0 Advocacy			
1.1 Appropriations	3 --- We are early in the process and just beginning to implement our expanded portfolio. With changes in membership we are also reassessing our grassroots process and the coverage of key members of Congress	3 plus --- While action on the appropriations bill is delayed until November, we are in a strong position for level funding for most of our programs.	3 plus---While we await the Lame Duck Congress to address the bill, most of our highest priority programs are positioned for level funding. This does not meet our goal of a 10% increase but considering the political environment we are pleased with this potential result
1.2 Implementations	2 --- We need to establish some new protocols for identifying and acting on issues of importance to members. So far we focused on the announcements of the competitions awards and the implementation of report language in the appropriations bill.	3 --- We have established sector groups for RELs, R&D Centers, and Comp Centers. We have maintained productive relationships with the US Dept of Education.	3 --- We have maintained reasonably close contact with the Department of Education monitored a number of activities including the restricted indirect cost rate, promising practices initiative, R&D Center supplemental funding, REL networking, and Comp Center activities. We have done reasonable well in staying in touch on these issue areas.
1.3 Reauthorizations	3 --- We have focused primarily on developing our proposal for ESEA. It	3 --- We have focused on the reauthorization of ESEA and developed	3--- We have refined our ESEA proposal and have

	will be a long term project.	a position paper. We may need to revisit our strategy for the next six months in line with our vision.	begun to shop it around the Hill and at the Department of Ed. We were not active in the Higher Education Act reauthorization but may have a chance to do so in the next Congress
2.0 Marketing			
2.1 Branding	2 --- We have made some good progress in revising our materials and our web site to focus on knowledge use. This is only the beginning of what should be a long term effort. We have much more to do in this process over the next several months.	2--- We have drafted a communications strategy with our Communicators group and consultant. This needs much more work and attention.	2 plus --- We have made some progress in this area and will address a number of strategic issues at our next Board meeting. This still needs a lot of work.
2.2 Communications	3--- We continue to get media attention in the trade press with quotes and references. The policy forum in March was a well attended and acclaimed gathering.	3--- We have continued to get attention in the Ed Daily, Ed Week, the School Improvement Weekly, and EducationNews	3---We are pleased with our overall visibility in the media, at events, and in nurturing relationships. I believe the NEKIA is viewed as a significant player in education policy circles in DC. We are ready to move to the next level.
2.3 Membership	2--- We have in place a more proactive strategy for generating new members. It remains to be seen how quickly the prospects will join.	3 plus --- We made good progress by adding three new members this quarter. We are working on retaining current members.	3--- We made excellent progress in adding three new very diverse organizations and temporarily retaining a number of others as associate members. We anticipate, however, some additional attrition as the year comes to a close.
2.4 External Relationships	4 --- Our collaborative activities continue to be essential parts of advocacy and leadership work.	3--- We have focused on maintaining our partnership with Education Sector and the National Academies. Productive relationships during the quarter include: the STEM Coalition, Aspen Institute, Education Writers Assoc, Assoc of Education Publishers,	3 --- We have continued to build good informal relationships with a wide range of education organizations including Ed Sector, the National Academies, Education Industry Association, Association of American Publishers, American Enterprise Institute, Am Assoc of College for Teacher Ed, Aspen

3.0 Management

3.1 Operations & Governance

2 --- We anticipate starting a reexamination of board functions and activities at the April meeting. We continue to streamline our office operations with new auditing, payroll, and bookkeeping efforts. We are nearly a paperless office now.

Institute, STEM Coalition.

2 --- We had mixed results here. We had serious problems in our bookkeeping area early in the year but were able to correct the problems for the long term. We are now poised to become a paperless office. We had also experienced some personnel difficulties which hampered our activities at mid year. Our temporary solution has worked well but will need a longer term fix.

3.2 Member Relations

3--- The retreat in February helped to re-focus attention on the value of “being at the table”, the importance of collective effort and the need for unity of purpose. We have a strong foundation on which to build.

3 plus --- Our two retreats were stellar events for the trade association in establishing a new path for the future and moving forward in transforming our conceptual foundation.

3.3 Finance

2--- With a conservative spending plan for the coming months, our situation still remains fragile. There is a clear need to generate additional revenues through membership and other vehicles. We have not yet developed a comprehensive long term plan.

2--- Faced with significant changes in membership, we were able to cut spending and generate additional revenues for dues. But we did not generate major new sources. Our heavy dependence on dues revenues continue to make our financial situation delicate.

*****FOR YOUR REFERENCE*****

APPROVED 2006 GOALS, OBJECTIVES, AND ACTIVITIES

1. Advocacy: Increase funding and favorable policies relating to the effective use of knowledge in federal education programs.

1.1 FY 2007 Appropriations—Advocate for an increase in appropriations levels for designated “knowledge use” programs.

Key Activities in 2006:

- Develop and implement comprehensive strategy for selected appropriations accounts with specific targets and advocacy tactics
- Provide accurate and timely information, strategic guidance, and training to designated Policy Action Group representatives
- 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 relevant provisions in Education Sciences Reform Act (ESRA) and No Child Left behind Act (NCLBA)

Key activities in 2006:

- Develop and implement a process for identifying 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 2006 appropriations bills

1.3 Reauthorizations --- Promote knowledge use positions on selected issues in various reauthorizations including the Elementary and Secondary Education Act (ESEA), Higher Education Act (HEA), Perkins Act, and other authorization and policy areas.

Key activities in 2006:

- Establish specific positions for the reauthorization of ESEA and develop long term strategy for building support for the positions
- Identify relevant issues and formulate positions for HEA, Perkins and other potential laws and work with coalitions to promote positions

2. Marketing: Expand support for and recognition of knowledge use as a central theme of NEKIA and its members.

2.1 Brand Creation and Refinement --- Create and implement a comprehensive strategy for achieving the NEKIA vision as the preeminent advocacy organization for knowledge use in education.

Key Activities in 2006

- Develop and promote standards, indicators, and exemplars for knowledge use
- Develop and implement a branding and marketing strategy for NEKIA, its knowledge use principles, and its members
- Reconfigure the government relations strategy to promote knowledge use as a central theme including an ESEA reauthorization strategy focusing on knowledge use

2.2 Communications --- Raise public awareness about knowledge use, NEKIA, and its members.

Key Activities in 2006:

- 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 with a new focus on helping to develop the branding and communications plan for NEKIA’s new vision for knowledge use

2.3 Membership --- Expand and diversify NEKIA’s membership in line with NEKIA’s new vision

Key Activities in 2006:

- Re-convene Board task force to identify and recruit prospects

- Create rigorous standards for knowledge use to be applied to membership
- Evaluate and revise NEKIA's membership and dues structure

2.4 External Relationships —Actively expand and strengthen collaborative relationships with other industry organizations

Key Activities in 2006:

- Continue active involvement in industry-related strategic alliances including AEP, IEA, CEF, EdLiNC, IGER, OCRE, COSN
- 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

3. Management: Strengthen NEKIA's capacity to carry out its mission and new vision

3.1 Operations and Governance—Improve the efficiency and effectiveness of office operations and governance processes.

Key Activities in 2006:

- Use technology and consultants to streamline accounting, budgetary and correspondence processes
- Revise bylaws, policies and procedures in line with NEKIA's new vision
- Continue to expand the Executive Committee's role in overseeing operating processes and maintain the Board's focus on key strategic issues

3.2 Member Relationships --- Create conditions and new opportunities for communication, collaboration, and sharing among NEKIA members

Key Activities in 2006:

- Refine board operations (meetings, retreats, conference calls, task forces) to enable further interactions among members

3.3 Finances --- Expand and diversify revenues for long term financial stability

Key activities in 2006

- Develop and begin to implement a comprehensive strategy for expanding and diversifying revenues for long term financial stability including securing support for knowledge use activities

To: Board of Directors
From: Jim Kohlmoos and John Waters
Subject: Budget and Financial Statements for 2006
Date: November 8, 2006

You will find below our year to date financial statements, including our forecast for the year end of 2006. We wish to draw your attention to the following aspects:

- We will conclude the year with a deficit of \$8,552.95. This is primarily the result of the transitional nature of NEKIA's membership in 2006.
- To address the fragile situation regarding revenues from member dues, we attempted to maintain a cautious approach to expenses, mainly in the staffing and consultant accounts, in an effort to prevent a greater deficit.
- We will conclude the year with cash on hand as follows:

NEKIA (501c6): \$63K in the money market reserve accounts

NEKIA Center for Knowledge Use (501c3): \$80K in the money market and checking accounts

Nekia
Budget vs. Actuals: FY2006 Budget - FY06 P&L
December 2005 - November 2006

	Total		
	YTD (Oct. 31st)	Budget	Forecast
Income			
Center for Knowl. Use - Management Fee		21,800.00	21,800.00
Center for Knowl. Use- Knowledge Utilization Initiative	0.00	10,000.00	0.00
Members - Annual Dues	471,000.00	545,000.00	471,000.00
Members - Expense Reimb	38,855.60	36,000.00	39,200.00
Others - Interest Income	7,018.24	1,850.00	7,200.00
Others - Rental Income	73,904.64	81,600.00	81,120.00
Total Income	\$ 590,778.48	\$ 696,250.00	620,320.00
Expenses			
Advertising & Promo Materials	4,299.00	2,000.00	5,284.00
Bank Charges & Fees		450.00	
Computers - Internet Fees	1,923.73	4,500.00	2,200.00
Computers - Service & Repairs	1,303.00	3,000.00	1,303.00
Computers - Website Maint	199.50	2,000.00	240.00
Consultants	25,155.99	47,000.00	31,415.00
Dues & Subscriptions	7,157.98	7,000.00	9,600.00
Entertainment & Meals	2,393.14	4,000.00	3,000.00
Equipment Leases	1,072.40	1,700.00	1,310.00
Gifts & Awards	148.58	800.00	500.00
Insurance - Bus iness	912.00	1,000.00	912.00
Insurance - D & O	1,670.00	1,800.00	1,670.00
Insurance - Health	21,872.00	28,175.00	23,909.00
Insurance - Work Comp	1,588.00	1,400.00	1,588.00
Interest Expense		100.00	100.00
Knowledge Util. Init. Expense		10,000.00	
Late Fees & Finance Charges	648.05		648.05
Lobbying Expenses	273.00		273.00
Lobbying Fees	1,708.90	3,800.00	2,408.90
Meetings - Board of Directors	21,161.85	13,000.00	23,000.00
Meetings - Other Meetings	25,360.40	30,000.00	25,360.40
Miscellaneous	626.00		626.00
Office Supplies & Expenses	888.91	2,000.00	1,200.00
Payroll - Bonus		5,000.00	5,000.00
Payroll - Salaries	222,862.44	300,885.00	250,037.46
Payroll - Taxes	14,994.69	21,530.00	15,713.67
Pension Contributions	20,067.40	16,640.00	21,268.93
Postage & Delivery	1,262.97	1,500.00	1,500.00
Printing & Copying	133.35	1,000.00	300.00
Professional Development	547.00	1,500.00	1,000.00
Professional Fee - Accounting	17,552.48	10,500.00	19,500.00

	YTD (Oct. 31st)	Budget	Forecast
Professional Fee - Legal		1,000.00	1,000.00
Professional Fee - Payroll Service	1,296.91	1,500.00	1,500.00
Professional Fee - Pension Admin	3,547.50	1,850.00	3,732.50
Professional Fee - Real Estate	4,826.02	0.00	4,826.00
R&M - Equipment Repairs		405.00	0.00
R&M - Maintenance Contract	1,700.92	2,250.00	2,200.00
Rent	119,214.64	131,400.00	131,400.00
Storage Expense	797.04	1,205.00	797.04
Taxes & Licenses	-2,107.38	5,000.00	4,100.00
Telephone, Fax & Cellular	6,934.24	8,500.00	8,000.00
Travel - Local	815.60	1,000.00	1,000.00
Travel - Long Distance	8,175.79	11,000.00	10,000.00
Utilities	8,701.77	7,400.00	9,450.00
Total Expenses	\$ 551,685.81	\$ 694,790.00	628,872.95
Net Income	\$ 39,092.67	\$ 1,460.00	-8,552.95

Discussion & Consensus about the “Aspen” Future

- **Map of the Future**
- **R&D Scenarios**
- **Guiding Principles**
- **Three-Year Strategy**

To: Board of Directors
From: Jim Kohlmoos
Subject: Discussion and Consensus about the Future
Date: November 6, 2006

You will note from our meeting agenda that, sandwiched between our assessment of 2006 and our proposals for 2007, we have reserved a significant amount of time to discuss and plot our future. As we have outlined in more detail below, we will be examining and trying to reach consensus in four inter related and sequential segments focusing on:

- Map of the Future from the KnowledgeWorks Foundation and Institute for the Future
- Scenarios for R&D Organizations from McREL
- New Guiding Principles for NEKIA drafted by our standards task force
- Three-year Strategy for NEKIA

For each segment we will break into small discussion groups, react to provided documents and seek consensus in large groups. We urge you to study the documents for each segment prior to our meeting and come prepared to discuss your positions for each.

Context

For our discussions at this meeting we intend to build upon the work that we have done over the past nine months including our meetings in Scottsdale (February), San Francisco (April) and Aspen (July). We certainly do not want to go back and re-invent the wheel of thought that we created at those meetings. So here is a brief review of what we did this past year that now brings us to our current resting spot. You can see a logical progression in our work.

New Vision at Scottsdale Meeting --- The Board reached agreement on a general vision for taking NEKIA to the “next level” over the next five years. We envisioned that NEKIA would:

- Become the preeminent organization for advocacy for resources to support knowledge use.
- Become a significant resource to the federal government.
- Stand for rigor and quality.
- Significantly increase membership.
- Operationalize the Knowledge Use Principles (standards, indicators, exemplars).
- Focus on branding and marketing for knowledge use, members, and trade association.
- Convene NEKIA sponsored, knowledge use oriented events/activities.
- Launch an aggressive membership recruitment strategy.
- Pursue proactive partnering opportunities

We subsequently developed a new vision statement, revised our work plan and formed task forces for membership and dues, reauthorization, and standards development.

Specific Ideas at San Francisco Meeting --- We used this meeting as an ideas generating/brainstorming session for the task forces on standards, government relations, and membership fees. The task forces used the ideas to build subsequent proposals.

Bigger , Bolder Concepts at Aspen Meeting --- Inspired by the KnowledgeWorks Foundation’s vision for education 10 years from now and by Chris Whittle’s bold ideas for the future of R&D, we decided to take a step back and determine how we could further expand on our February vision with the “bold, edgy, futuristic” ideas from Aspen.

Practical Implications Since Aspen --- We have focused on how best to integrate the Aspen spirit with the work in progress from Scottsdale including the standards process, membership structure, our reauthorization proposal, and the development of the 2007 work plan and budget.

Three-Year Strategy and Guiding Principles at Portland Meeting --- Through our discussion groups, we aim to start with the big ideas inspired in Aspen and gradually narrow the focus until we reach consensus on a basic strategy for the next three years.

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Futures Session #1
Map of the Future, Scenarios for R&D Organizations, and Implications for
NEKIA

November 15th

3:45- 6:00 pm

In this session we aim to identify the key strategic implications for NEKIA's future work based upon our collective sense of the future of teaching and learning and the potential changes for R&D organizations. Under separate cover we sent you hard copies of the Map of the Future of Education by the KnowledgeWorks Foundation/Insitute of the Future and the Scenarios for R&D Organizations by McREL. Please study them carefully prior to the meeting. Here is what we plan to do in this session:

1. Context --- Jim and Carol set the context for this session by tracing the conceptual development of our work over the past year.

2. Discussion groups --- We break into pre-assigned discussion groups facilitated by Laura, Doris, Max

Group A Laura---Glen, Carol, Wes, Tom

Group B Doris--- Bernice, Jim, Ludy, Steve

Group C Max--- Paul, Nancy, Kyle, Chris, John

3. Questions and Answers --- Each discussion group answers the following questions:

- **Map of the Future (40 minutes)** --- Are there new opportunities for the R&D sector? For NEKIA? What are the implications for collaboration and partnership?
- **Scenarios for the Future (40 minutes)** What new opportunities for the R&D industry and for NEKIA do any or all of the scenarios suggest for you? What are the implications for partnerships and collaboration for the R&D industry and for NEKIA?
- **Implications for NEKIA's Future Work (20 minutes)** Taking into account the opportunities in both the Map and the Scenarios, what are the strategic implications for NEKIA's future work in terms collaboration, marketing, and policy/advocacy?

4. Report out --- Each group summarizes its answers on its note pad and presents its findings to the whole group.

5. Analysis --- As a group we analyze the findings for commonalities and differences and patterns.

Futures Session #2: New NEKIA Principles
November 16th 8:00-9:45 am

In this session we aim to finalize NEKIA principles which have been under development and much discussion over the past six months. Presented below is the latest draft of new Guiding Principles. These principles combine the NEKIA knowledge use principles established a year ago and the draft standards presented in Aspen. The notes from Aspen were taken into consideration in developing this draft. These principles will be used to guide future policy positions and included on our web site and in all of our promotional and recruitment materials.

1. Background --- The task force (Chris, Carol, Nancy) traces the work done previously on the standards/ principles (15 minutes).
2. Discussion groups --- We divide into discussion groups as follows:
 - Group X Chris --- Glen, Jim, Paul,
 - Group Y Carol --- Max, Wes, Laura, Tom
 - Group Z Nancy --- Steve, Kyle, Doris, John
3. Discussion and consensus --- Each discussion group addresses and reaches consensus the following questions (60 minutes):
 - How do these standards align with the implications for NEKIA's future work discussed the night before?
 - Are there concepts imbedded in these standards with which you CANNOT fundamentally agree or tolerate?
 - Are there missing concepts that should be contained in the standards?
 - Do you have word smithing suggestions?
4. Report out --- Each group summarizes its consensus answers on its note pad and presents its findings to the whole group. (10 minutes)
5. Group consensus --- As a group we analyze the findings for patterns and seek consensus. (20 minutes)

NEKIA Guiding Principles

What Drives NEKIA Members?

1. NEKIA organizations strive to play a bold leadership role in transforming the education system so that it effectively prepares young people for the 21st Century (leadership/vision).
2. NEKIA members work hard to identify and address critical dilemmas that demand new strategies that go beyond either/or thinking [e.g., balancing standards with personalization] (addressing dilemmas).

3. NEKIA organizations are committed to promoting the use of empirical evidence in solving educational problems and creating demand for research-based solutions to educational problems (increasing demand for best available evidence).
4. NEKIA organizations seek to expand the resources available for knowledge development and innovation by encouraging significant investment in educational research and development (policy/advocacy and supply side for R&D).
5. NEKIA organizations seek to connect with other communities and individuals that are interested in knowledge development and use, including those with new and different voices (partnership/collaboration).

How Do NEKIA Organizations Approach Their Work?

1. NEKIA organizations' work is grounded in industry-accepted standards for research and evaluation design, methods, and reporting (industry standards).
2. NEKIA organizations believe that the nature and scale of inquiries dictate the appropriate methods used to develop evidence. The quality of knowledge produced depends upon both scientific rigor and educational relevance (appropriate research methods).
3. NEKIA organizations involve key stakeholders in all phases of their work. They often act as intermediaries to facilitate productive collaboration and relationships among stakeholders, help interpret and disseminate findings, conduct applied research, and provide capacity-building assistance (multiple perspectives/inclusiveness).
4. NEKIA organizations treat knowledge development as cumulative. They believe in the frequent review of findings in order to confirm, build on, and refine what is currently known (cumulative knowledge development).
5. NEKIA organizations believe that knowledge must be transformed into practical ideas, tools, programs, practices, and products to be useful (research to practice).
6. NEKIA organizations recognize that knowledge use is socially mediated, and thus we engage in widespread knowledge sharing, via technologies, networking, and open source approaches (open sharing/social mediation).
7. NEKIA organizations use their knowledge about learning and organizational change to share information, conduct professional development, and provide technical assistance to educators and other stakeholders in the education system (research-based training and TA).

NEKIA organizations are structured and operated in ways that allow them to be flexible and adaptive so they can be effective in volatile, uncertain, complex, and ambiguous contexts (adaptability).

Futures Session #3: Three-Year Strategy **11/16** **10:15-noon**

In this session we aim to reach consensus on a practical strategy for NEKIA's work for the next three years. To help frame the basic issues of the strategy we have outlined below are two options for each component (e.g. Branding, Communications) of a three-year strategy. The "straw man" option is an attempt to reflect the Aspen spirit in the strategy. The "current course" is a continuation of the work initiated last February in Scottsdale.

1. Options --- Jim reviews the "straw man" and "current course" options (5 minutes)
2. Discussion groups --- We break back into our discussion groups as follows:
 - Group X Chris Glen, Jim, Paul,
 - Group Y Carol Max, Wes, Laura, Tom
 - Group Z Nancy Steve, Kyle, Doris, John
3. Discussion and consensus --- Each discussion group answers and reaches consensus on the following questions (60 minutes)
 - Which option for each component best aligns with the previously discussed principles and implications for the future?
 - Which option do you favor? Are there more favorable alternatives for each option?
 - What additional components should be added?
4. Report out --- Each group summarizes its consensus answers on its note pad and presents its findings to the whole group. (15 minutes)
5. Group consensus --- As a group we will analyze the findings for patterns and seek consensus (30 minutes).

Branding

Straw Man --- Create a new "bolder, edgier, futuristic" image

Change NEKIA's name and the Center for Knowledge Use, the term "knowledge use", mission statement, principles/standards, and key message points.

Current Course --- Nurture current "practical, successful, collaborative" image

Use new "tag" lines, integrate current principles with standards, continue to use knowledge use brand.

Communications Tactics

Straw Man --- Significantly raise national visibility within and outside of the industry

Overhaul communications vehicles (web site, brochure, talking points for advocacy).

Commission a white paper with case studies and research findings for wide distribution.

Rollout new name and materials through an aggressive media campaign in trade publications, major newspapers, blogs, and conferences. Convene a major conference and a series of policy forums.

Current Course --- Raise visibility within Washington education policy community

Refine current vehicles (web site, ebrouchure, advocacy materials). Convene policy forums with partners. Roll out ESEA reauthorization proposal with Hill events. Focus on “personal” visibility techniques through relationship building and participation in receptions, events, forums.

Policy

Straw Man --- Build bold, new policy positions

Prepare visionary position for the future. Create aggressive proposals for ESEA and ESRA reauthorization containing the \$10 billion investment in R&D, new definitions for scientifically based research, new knowledge programs for research and development. Establish new appropriations proposals in line with the \$10 billion goal.

Current Course --- Develop practical positions within current federal policy and budgetary framework

Prepare practical proposals for ESEA, HEA and ESRA containing technical refinements and programmatic innovations favorable to NEKIA members’ work. Propose “safe” appropriations levels for key programs containing increases of 5%-30%.

Advocacy

Straw Man --- Aggressively expand “championing” support in Congress, the White House, and Depart of Education.

Actively involve officials in Congress, White House, and Depart of Education in the development of our position. Use this involvement to establish high level support. Generate “grass tops” support through NEKIA members’ constituencies. Reach out to presidential campaigns. Enlist formalized support from other education groups.

Current Course --- Expand base of support in Congress

Seek champions in Congress and actively involve them in bi-partisan, bi-cameral development of our positions. Focus on constituent relationship building in Congress. Reach out to presidential campaigns at the appropriate time.

Relationships

Straw Man --- Generate new formal sustainable partnerships with organizations from inside and outside the industry

Aggressively reach out to organizations inside and outside of the industry which could enhance our policy positions, complement our own capacities, and expand our bottom line. Consider mergers, joint grants/contracts, business ventures.

Current Course --- Expand friendly and supportive relationships with a wide diversity of organizations in k-12 education

Reach out and nurture relationships with k-12 education organizations in DC. Seek their support as appropriate for advocacy and business opportunities.

Membership

Straw Man --- Expand membership by at least 100% (60 organizations) in three years.

Create new membership and dues structures for expanding our base. Use targeted state-of-the-art marketing methods (emails, advertising, direct mail, conference exhibiting).

Current Course --- Expand membership by two-three full members per year and maintain “boutique” model.

Reach out to our target list using personal appeals and contacts. Implement slightly modified dues structure proposed by task force.

Budget

Straw Man --- Significantly increase and diversify revenues.

Create major new alternative revenue streams through grants, contracts, special services. Within three years seek to create a 50-50 balance between dues and other revenues.

Current Course --- Maintain current dues revenue base and expand non dues sources in small incremental steps as opportunities arise.

Seek to sustain current members and expand new members gradually. Generate funding support for policy forums and other knowledge use projects.

Timing and Capacity

Straw Man --- Act quickly

Use all of the \$100K from NEKIA Center for Knowledge Use to engage consultants for the branding and funding raising. Create specific assignments for each full member in the branding and advocacy arena. Create new staff positions as funding increases.

Current Course --- Act deliberately

Re-arrange staff assignments to focus more on branding and communications. Use \$20-30K from the Center for Knowledge Use for selected consulting support. With members’ help seek funding for policy forums and concept papers. Keep staff “lean and mean and agile” by using a cadre of consultants

Options Worksheet

	Straw Man	Current Course	Your option
Branding	Bold, edgy, futuristic	Practical, successful, collaborative	
Communications	National visibility	DC visibility inside industry	
Policy	Bold new visionary positions	Practical within existing framework	
Advocacy	Aggressive outreach in both branches	Strategic focus on Congress	
Relationships	Formal and mutually beneficial	Informal and supportive	
Membership	Double size	Boutique	
Budget	Expand and diversify significantly	Maintain and diversify incrementally	
Timing	Act quickly	Act deliberately	

Proposals for 2007

- **2007 Work Plan**
- **2007 Budget**
- **Dues**
- **2007 Governance**

To: Board of Directors
From: Jim Kohlmoos for the Executive Committee
Subject: Proposed 2007 Work Plan
Date: November 1, 2006

You will find below our proposed work plan for 2007. We recognize that some of the elements in the work plan might need to be changed as a result of our “vision” discussions during the Board meeting. We can thus use this proposal as a starting point for further development during the meeting.

MISSION *(APPROVED JULY, 2005)*

NEKIA’s mission is to advance the development and use of knowledge-based solutions to improve schools and help all students achieve. NEKIA believes that equity and excellence should be the foundation for improving teaching and learning, which must also be fully supported by the effective use of knowledge. The association’s members are committed to creating new and better approaches to knowledge use to support education programs and policies at the federal, regional, state, tribal, and local levels.

CORE PRINCIPLES *(APPROVED JULY, 2005)*

NEKIA’s mission is supported by four core principles:

Useable Knowledge. Knowledge that is used to shape policy and practice should be derived from the best available empirical evidence, informed by sound professional judgment.

Key Stakeholders. The effective use of knowledge requires on-going collaboration among five stakeholder groups: educators, policymakers, researchers, developers and providers, and intermediaries.

- *Educators* should be involved in all phases of the knowledge development and utilization process.
- *Policymakers* need to develop the capacity to integrate knowledge about effective educational practice into the decision making apparatus.
- *Researchers* should focus on rigor, relevance, and replication in addressing practical questions of effectiveness.
- *Developers and Providers* should use the best available knowledge in developing and delivering their products and services.

- *Intermediaries* should facilitate productive collaborations and relationships among stakeholders, help interpret and disseminate findings, conduct applied research, and provide capacity-building assistance.

Cumulative Processes. Effective knowledge use depends upon exchanges of data and information among the stakeholders, and a continuous process of research, application and adaptation. As knowledge is used and adapted, new knowledge is created and applied in a cumulative, iterative fashion.

High Priority Policies. School improvement policies at the federal, state, and local levels should focus on the effective use of knowledge and create incentives to stimulate the demand for, and supply of, knowledge-based solutions.

VISION FOR NEKIA IN 2010 *(APPROVED 3/20/06)*

By 2010 NEKIA will establish itself as the preeminent advocacy organization for increasing support for effective approaches to knowledge use in education. As a powerful and highly influential trade association in education, NEKIA and its members will be recognized for effectively advancing rigorous standards of quality and successfully promoting knowledge use as an essential driver of innovation and improvement. Federal funding will increase significantly for a wide range of school improvement programs that require knowledge based solutions. With a diverse group of partners and collaborators, NEKIA will launch a series of policy and public affairs initiatives including conferences, symposia, and forums on knowledge use for a wide range of audiences nationwide. The federal government and other entities at all levels will use NEKIA and its members as major resource for advancing knowledge use policies and practices.

NEKIA’s financial viability will be significantly strengthened through both an increase in membership and other revenue-producing activities. Increasing numbers of organizations will seek to join NEKIA’s community of successful organizations and adhere to NEKIA’s rigorous standards of quality. In effect, through its strong advocacy and marketing work, NEKIA will help stimulate a new era of education reform in which priority policy attention is shifted to knowledge-based solutions for improving achievement and closing the achievement gaps.



2007 PRIORITIES *(PROPOSED NOVEMBER, 2006)*

Advocacy: Generate increased funding and favorable policies for federal knowledge use programs. Weight: 50%

Leadership: Expand and intensify NEKIA’s work in line with the “bold, edgy, futuristic” concepts generated in Aspen. Weight: 35%

Operations : Strengthen NEKIA’s capacity to carry out its mission and work plan. Weight 15%

2007 PRIORITIES, OBJECTIVES, AND ACTIVITIES

(DRAFT SEPTEMBER 5, 2006)

1. Advocacy: Generate increased funding and favorable policies for current federal knowledge use programs.

1.1 FY 2008 Appropriations—Advocate for a significant increase in appropriations levels for designated “knowledge use” programs.

Key Activities in 2007:

- Develop and implement comprehensive strategy for selected appropriations accounts with specific targets and advocacy tactics.
- Continue develop and implement develop group advocacy strategies focusing on specific issues and regional interests.
- Provide accurate and timely information, strategic guidance, and training to designated Policy Action Group representatives.
- 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 relevant provisions in Education Sciences Reform Act (ESRA) and No Child Left behind Act (NCLBA)

Key activities in 2007:

- Develop and implement a process for identifying critical implementation issues including the funding and configurations of the new school improvement fund, National R&D Centers, the Comprehensive Centers and the Regional Education Laboratories, relevant report language in FY 2007 appropriations bills.

1.3 Reauthorizations --- Promote knowledge use positions on selected issues in various reauthorizations including the Elementary and Secondary Education Act (ESEA) and Higher Education Act (HEA).

Key activities in 2007:

- Review and modify current position for the reauthorization of ESEA and build support in Congress and through other education organizations
- Identify relevant issues and formulate positions for HEA and work with coalitions to promote positions.

2. Leadership: Expand and intensify NEKIA’s work in line with the “bold, edgy, futuristic” concepts generated in at our 2007 retreat in Aspen.

2.1 Vision --- Create a broader vision for education over the next decade and its implications for NEKIA as a trade association

Key activities for 2007

- Develop a vision for teaching and learning over the next decade.
- Develop and begin to implement a long term advocacy campaign for acting on the vision.

2.2 Brand Creation and Refinement --- Create and implement a comprehensive strategy for achieving the NEKIA vision as the preeminent advocacy organization for knowledge use in education.

Key Activities in 2007

- Refine and implement the branding/ marketing strategy for NEKIA, its knowledge use principles, and its members

2.3 Communications --- Raise public awareness about knowledge use, NEKIA, and its members.

Key Activities in 2007:

- 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 with an intensified focus on branding and communication plan for NEKIA’s vision for knowledge use.

2.4 Strategic Alliances — Actively expand and strengthen collaborative relationships

Key Activities in 2007:

- Continue active involvement in strategic alliances including Association of Education Publishers, Education Industry Association, Committee for Education Funding, the Council of Chief State School Officers, the STEM Coalition, the After School Alliance, the Alliance for Excellent Education, teacher unions, and technology consortia.
- Explore additional partnerships and co-sponsorships with National Academy of Sciences, the US Department of Education, NSF, and other executive agencies.
- Explore new kinds of partnerships with diverse organizations from other sectors.

2.5 Policy --- Expand and intensify NEKIA’s role in the reauthorization of the ESEA

Key Activities in 2007

- See 1.3

3. Operations: Strengthen NEKIA’s capacity to carry out its mission and work plan

3.1 Operations and Governance—Improve the effectiveness and efficiency of office operations and governance processes.

Key Activities in 2007:

- Examine alternative models for board functions and consider changes for 2008.
- Continue the Executive Committee’s role in overseeing operating processes and maintain the Board’s focus on key strategic issues.

- Member Relationships --- Create conditions and new opportunities for communication, collaboration, and sharing among NEKIA members
- Continue to refine current board activities (meetings, retreats, conference calls, task forces) to enable more interactions and potential collaboration among members
- Develop a system for regular contacts between the CEO and each Board member

3.2 Membership Development --- Expand and diversify NEKIA's membership in line with NEKIA's vision

Key Activities in 2007:

- Generate at least 19 full memberships and 7 affiliate memberships upon which the FY 2007 budget is based.
- Create standards for knowledge use to be applied to membership
- Continue to evaluate NEKIA's membership and dues structure

3.4 Finances --- Expand and diversify revenues for long term financial stability

Key activities in 2007

- Generate \$50,000 in new alternative program revenues for meetings, forums, and other services relating to knowledge use activities.
- Create a strategy for long term diversification and expansion of revenue base.

To: Board of Directors
From: Jim Kohlmoos for the Executive Committee
Subject: Proposed Budget for 2007
Date: November 1, 2006

You will find below our proposed budget for 2007 as well as our forecast for 2006. You will see that we are still in a fragile situation regarding revenues from member dues. We have tried to maintain a cautious approach to costs in an effort to create a balanced budget. I want to draw your attention to several key variables:

Revenues

- Membership dues--- The \$529K is based upon 19 full members and 7 affiliate members. (Currently we have 19 full and 10 affiliate)
- Member reimbursement --- The \$36 K is based upon reimbursements from board meetings and retreat, PAG and Communicators gatherings, and member conference calls.

Expenses

- Consultants and Lobbying Fees --- The combined \$42K assumes that we would continue our contractual relationship with Washington Partners at \$3.5K per month (our current rate).
- Payroll --- We have assumed the same salary level as in FY 2006. We have not included funds for bonuses or raises. I recommend that we not consider these increases until the membership situation is more stable.
- Accounting --- The \$20K assumes that we will do a full audit this year and expand some of the work of our bookkeeper for budget monitoring.
- Rent --- The \$136K is based upon the annual increases in our lease. This may change if and when NEKIA moves in new offices. This would have a corresponding effect on rental reimbursements from our subtenants shown in the revenue section.

Contingencies

In the event our membership situation begins to erode again, we could make quick fix adjustments to the in the following areas:

- Increase the revenue contribution from the Center for Knowledge Use
- Discontinue the consulting arrangement with Washington Partners
- Scale back the accounting fees
- Reduce staffing costs

Nekia FY2006 Budget/Forecast and FY2007 Proposed Budget

	06 Budget	06 Forecast	07 Proposed
Income			
Center for Knowl. Use - Management Fee	21,800.00	21,800.00	24,000.00
Center for Knowl. Use- Knowledge Utilization Initiative	10,000.00	0.00	0.00
Members - Annual Dues	545,000.00	471,000.00	529,000.00
Members - Expense Reimb	36,000.00	39,200.00	39,000.00
Others - Interest Income	1,850.00	7,200.00	5,000.00
Others - Rental Income	81,600.00	81,120.00	88,500.00
Total Income	\$ 696,250.00	620,320.00	685,500.00
Expenses			
Advertising & Promo Materials	2,000.00	5,284.00	2,000.00
Bank Charges & Fees	450.00		450.00
Computers - Internet Fees	4,500.00	2,200.00	3,500.00
Computers - Service & Repairs	3,000.00	1,303.00	2,000.00
Computers - Website Maint	2,000.00	240.00	300.00
Consultants	47,000.00	31,415.00	37,800.00
Dues & Subscriptions	7,000.00	9,600.00	8,000.00
Entertainment & Meals	4,000.00	3,000.00	3,000.00
Equipment Leases	1,700.00	1,310.00	1,700.00
Gifts & Awards	800.00	500.00	800.00
Insurance - Business	1,000.00	912.00	1,000.00
Insurance - D & O	1,800.00	1,670.00	1,800.00
Insurance - Health	28,175.00	23,909.00	31,000.00
Insurance - Work Comp	1,400.00	1,588.00	1,600.00
Interest Expense	100.00	100.00	100.00
Knowledge Util. Init. Expense	10,000.00		
Late Fees & Finance Charges		648.05	700.00
Lobbying Expenses		273.00	300.00
Lobbying Fees	3,800.00	2,408.90	4,200.00
Meetings -Board of Directors	13,000.00	23,000.00	23,000.00
Meetings -Other Meetings	30,000.00	25,360.40	20,000.00
Miscellaneous		626.00	500.00
Office Supplies & Expenses	2,000.00	1,200.00	2,000.00
Payroll - Bonus	5,000.00	5,000.00	0.00
Payroll - Salaries	300,885.00	250,037.46	300,885.00
Payroll - Taxes	21,530.00	15,713.67	21,530.00
Pension Contributions	16,640.00	21,268.93	15,000.00
Postage & Delivery	1,500.00	1,500.00	1,500.00
Printing & Copying	1,000.00	300.00	1,000.00
Professional Development	1,500.00	1,000.00	1,500.00
Professional Fee - Accounting	10,500.00	19,500.00	20,000.00

	06 Budget	06 Forecast	07 Proposed
Professional Fee - Legal	1,000.00	1,000.00	1,000.00
Professional Fee - Payroll Service	1,500.00	1,500.00	1,600.00
Professional Fee - Pension Admin	1,850.00	3,732.50	1,850.00
Professional Fee - Real Estate	0.00	4,826.00	0.00
R&M - Equipment Repairs	405.00	0.00	0.00
R&M - Maintenance Contract	2,250.00	2,200.00	2,500.00
Rent	131,400.00	131,400.00	136,650.00
Storage Expense	1,205.00	797.04	1,200.00
Taxes & Licenses	5,000.00	4,100.00	5,000.00
Telephone, Fax & Cellular	8,500.00	8,000.00	8,500.00
Travel - Local	1,000.00	1,000.00	1,000.00
Travel - Long Distance	11,000.00	10,000.00	10,000.00
Utilities	7,400.00	9,450.00	8,500.00
Total Expenses	\$ 694,790.00	628,872.95	684,965.00
Net Income	\$ 1,460.00	-8,552.95	535.00

To: Board of Directors
From: Jim Kohlmoos for the Executive Committee
Subject: Proposed Dues Structure for 2007
Date: November 1, 2006

At our Board meeting in April, the Membership Task Force (composed of Carol, Chris, Joan and Denise) agreed to review our current dues structure and propose modifications as appropriate. The task force examined some of the “tiering” models from the American Society of Association Executives, consulted with our auditors regarding fee splitting, and reviewed the historical development of the current fees structure. All of this was done within the context of the new vision from our February retreat. The Executive Committee reviewed and approved this proposal at our meeting in August. We urge the board to approve this proposal.

Proposal

Guiding Principles

- Simplicity--- Keep the structure as simple as possible with no more than three tiers/types
- Unity--- Promote unity of purpose on what unites us (e.g. quality, knowledge use) and avoid creating disunity
- Board function --- Maintain the current board arrangement but consider new structures in the future (which may impact dues).
- Marketability --- Enhance the marketability of membership in NEKIA
- Financial stability --- Ensure long term financial health of the organization.

Membership Types

- Affiliate (\$5000/year) --- For the time being maintain the affiliate membership option but without the eligibility constraints on budget size. We should let the potential member decide.
- Full (\$26000/year) --- Continue this fee concept and NOT create a differentiated system based upon size or level of benefits.
- Alliance (fee to be determined) --- On rare occasions allow the Board to authorize an alliance membership involving a group of organizations who together will have one seat on the board. Fees will need to be set sufficiently high enough to cover anticipated costs. The contribution to the alliance by individual organizations should exceed the cost of the affiliate membership.

Special arrangements/accommodations

- Installment plan --- Authorize the NEKIA staff to work out an installment payment plan for Members as necessary. In working out such arrangements, careful attention needs to be given to potential cash flow issues and default payment problems.
- Splitting the fee --- Give members the option to pay the fee from different internal accounts depending upon the type of service or activity NEKIA provides. NEKIA staff will work through our auditors to appropriately designate activities and budget dollars between NEKIA (501c6) and the Center for Knowledge Use (501c3).

- Introductory offer --- authorize the NEKIA staff to provide a one time introductory fee to potential new members.

Reference Notes

1. Feasibility of splitting dues between NEKIA (501c6) and the Center for Knowledge Use (501c3)

We posed the following question to our auditors and they responded in fairly positive way. The administrative logistics would need to be further figured but it seems doable. I think we should pursue this option further with our auditors.

If we were able to institute this splitting process, we could either maintain our fixed fee structure, move to a differentiated fee structure or institute a smaller core fee with add - ons fees from the National Center for Knowledge Use.

Our Question: We have question about allocating costs to NEKIA Center for Knowledge Use (formerly called NEKIA Communications). Perhaps you can answer it for us or at least direct to someone who can. The question is this:

A number of our members are having difficulty finding enough funds from their overhead to pay for NEKIA dues. Some would like to pay at least a portion of their dues or activities with NEKIA using program or grant funds. To help do this, we theorize that we could allocate/budget some of our current NEKIA costs to the NEKIA Center for Knowledge Use. Types of costs would be for our management retreat (which is considered a training activity for many of our members), policy institutes, and communications consultants, some of our conference calls, a portion of my salary not related to advocacy. Can you give us some guidance on this?

Auditor's Response:

In a nutshell, it is perfectly acceptable to allocate a portion of NEKIA's costs (so long as they remain charitable/educational) to the NEKIA Center for Knowledge Use (the Center). One thing that would really need to be implemented is a more contemporaneous method of tracking time among programs, as well as entities. Essentially, this means all NEKIA staff would need to maintain weekly timesheets to support salary and related allocations. Furthermore, you would need to be fairly aggressive (but consistent) in coding other direct expenses to the Center when it relates to the types of costs you describe below. The expense-tracking side of this issue is fairly straightforward, albeit a little more time-consuming.

The bigger issue is determining how and how much of the "dues" revenue to be allocated to the Center. I would think you would want to try to budget as accurately as possible to determine what the total annual costs would end up being within the Center. That way you could kind of back into the additional "dues" you would want to bill to members to cover such costs. Also, you would need to look at your membership and determine the rationale and best way of reporting the "dues." Are you looking for them to be able to get a charitable deduction versus a business expense deduction? Would they need to cut 2 different checks to support the true dues versus the other programmatic/educational expenditures to the Center? Is it merely an allocation exercise for your members (i.e., they can still make a single dues payment to NEKIA and just internally allocate a portion of their dues among G&A versus program budgets)? The answers to these and other questions would impact the way you would disclose the dues and Center contributions on your dues invoices to your members.

Globally, just remember that it is easier and more acceptable for dollars to flow FROM the 501(c)(6) organizations TO the 501(c)(3) organizations versus the other way around.

I will be happy to expand on this issue with you.

2. Differentiating dues based upon size of budget or staff

Using the data that we collected in 2004 from 19 full members (prior to AED and AIR membership and the Plato-Lightspan merger), I played out a number of scenarios below. We can use this to spin out additional scenarios to see if some additional variations make sense.

Budget size	A	B	C	D
7K	\$26K	\$24K	\$20K	
7K	\$26K	\$24K	\$20K	
9K	\$26K	\$24K	\$20K	
12K	\$26K	\$24K	\$20K	
12K	\$26K	\$24K	\$20K	
13K	\$26K	\$24K	\$20K	
13K	\$26K	\$24K	\$20K	
14K	\$26K	\$24K	\$20K	
14K	\$26K	\$24K	\$20K	
15K	\$26K	\$24K	\$30k	
17K	\$26K	\$24K	\$30k	
18K	\$26K	\$24K	\$30k	
18K	\$26K	\$24K	\$30k	
18K	\$26K	\$24K	\$30k	
22K	\$26K	\$24K	\$30k	
70K	\$26K	\$35K	\$35K	
82K	\$26K	\$35K	\$35k	
120K	\$26K	\$35K	\$35k	
total	\$494K	\$489K	\$491k	

A—one tier	\$26K for 19 members		
B---two tiers	\$35K for 3 members	\$24K for 16 members	
C---three tiers	\$35K for 3 members	\$30K for 6 members	\$20K for 10 members
D---			

Staff size	A	B	C	D
46	\$26K	\$25K	\$22K	
50	\$26K	\$25K	\$22K	

60	\$26K	\$25K	\$22K	
65	\$26K	\$25K	\$22K	
75	\$26K	\$25K	\$22K	
80	\$26K	\$25K	\$22K	
80	\$26K	\$25K	\$22K	
82	\$26K	\$25K	\$22K	
85	\$26K	\$25K	\$22K	
92	\$26K	\$25K	\$22K	
100	\$26K	\$25K	\$30K	
104	\$26K	\$25K	\$30K	
115	\$26K	\$25K	\$30K	
125	\$26K	\$25K	\$30K	
192	\$26K	\$30K	\$35K	
439	\$26K	\$30K	\$35K	
600	\$26K	\$30K	\$35K	
725	\$26K	\$30K	\$35K	
Total	\$494K	\$495K	\$502K	

A --- One tier	\$26K for 19 members			\$494K
B --- Two tiers	\$30K for 4 members	\$25K for 15 members		\$495K
C --- Three tiers	\$35K for 4 members	\$30K for 4 members	\$22K for 11 members	\$502K
D ---				

To: Board of Directors
From: Jim Kohlmoos for the Executive Committee
Subject: 2007 Governance and Operating Proposals
Date: November 7, 2006

In accordance with the by-laws, the Board must approve or ratify the following proposals:

Chair-elect (Chair for FY 2008)

The Executive Committee nominates Max McConkey and recommends Board approval.

Executive Committee at large members

Carol Thomas and Joan Herman as co-chairs have selected the following at-large members for FY 2007 and seek the Board's ratification

- Doris Redfield
- Steve Fleischman
- Denise Borders

Board members for the NEKIA Center for Knowledge Use

The Executive Committee recommends that the current members of the Executive Committee serve as the Board until the NEKIA Board meeting in April of 2007. At that time a set of recommendations will be made to the Board about the rest of the year.

Affiliate Members

The Executive Committee recommends the following organizations for affiliate memberships:

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

REFERENCE MATERIALS

**(SENT UNDER SEPARATE COVER IN THE
2006 BOARD HANDBOOK)**

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