

National Education Knowledge Industry Association



Executive Committee 2005 Summer Meeting Chicago, IL

**6:30-9:00 pm
Tuesday, August 30
Gaslight Club
(reservation under NEKIA)**

**8:00 am – 2:00 pm
Wednesday, August 31
Room 2047**

**Hilton Chicago O'Hare
773-686-8000**

Note: We have blocked guest rooms at the Hilton at the rate of \$170/night. Please make your reservations by calling (773) 686-8000, and refer to the NEKIA Executive Committee Meeting.

Agenda

August 30

- 6:30- 9:00 pm** **Dinner Meeting, Scenarios for FY2006** (see pages 4-5)
- Three scenarios
 - Critical issues

August 31

- 7:30-8:00** **Breakfast**
- 8:00-8:30** **2005 Work Plan and Budget** (see pages 11-13)
- Review ratings
 - Update on auditing and accounting changes
- 8:30-10:00** **2006 Work Plan, Budget and Calendar** (see pages 7-9; 15-21)
- Review potential budget planning options based upon scenarios
 - Make preliminary decisions for Board reaction.
- 10:00- 10:15** **Break**
- 10:15- 10:45** **2006 Officers, Policies & Governance**
- Decide on at-large Ex Committee members and chair-elect, any proposed policy changes
- 10:45- 11:30** **CEO appraisal** (see pages 23-30)
- Executive Session with Board members only
- 11:30-12:30** **Break and Lunch**
- 12:30-1:15** **Knowledge Use** (see pages 32-33)
- Discuss strategies
- 1:15-2:00** **Plans for Annual Meeting and Business Development Institute** (see pages 35-40)
- Review and discuss plans
 - Consider ideas from Education Capital Group

2006 Planning Scenarios

To: Executive Committee
From: Jim Kohlmoos and John Waters
Subject: Planning scenarios for 2006
Date: August 19, 2005

At our meeting in Chicago on August 30-31, we will need to make decisions regarding our 2006 work plan, calendar, and budget which we will subsequently pass along to the Board for final review. In order to make reasonable decisions about next year's operating framework, we should first carefully consider the range of possibilities about our membership composition resulting from this year's competitions for R&D Centers, Comp Centers, and RELs. To start our discussion, we have provided below three scenarios regarding NEKIA membership.

Scenarios

Scenarios	Members Full/group/associate	Net Revenues from Fees	Comments
2005			
Budget	19/ 2 /6	\$ 584K	
Projected	20/ 2 /4	\$ 600K*	
2006			
Status Quo	20/ 0 /4	\$ 540K	
Worst	17/ 0 /2	\$ 452K	
Best	22/ 0 /5	\$ 597K	

*Several full members paid partial year and/or pro rated fees

Status Quo --- Membership stays at projected level but without alliance memberships
Worst Case --- Membership drops by a net three full members and three associate members
Best Case --- Membership increases a net two full members and one associate member

Considerations

- Because of the timing of the announcements of the competitions, we may not know which members will stay and/or leave until late December or early January after our fiscal year begins.
- We should anticipate that potential new members who have won a competition will not necessarily join NEKIA immediately.
- We may want to expand our advocacy priorities to address expanded interests of members.
- We may want to think again about alternative fee structures and membership models as member organizations interests diversify.

Budget Planning Options

Option A --- Start with a plan based upon status quo and cut/spend as the year progresses

Areas for potential cuts after 4 months (March of 2006):

Consultants	\$48K
Staff salaries	\$20K
Travel	\$10K

Option B --- Start with a plan based upon the worst case and make adjustments as the year progresses

Make no commitments to consultants (Ellin and Jay) \$70K

Narrow work plan's focus to advocacy only. Add back knowledge use, communicators and business development later

Make no commitments to staff raises 10K

Anticipate covering \$60K in costs from NEKIA Communications

Increase fee increase by \$2000 for 15 members \$30K

Option C --- Start with a plan for the best case, aggressively seek new members and alternative revenue streams, and cover any shortfalls with NEKIA Communications

There are of course other options that we may want to consider in between these options. It really depends upon how much risk we are willing to tolerate.

Long term and out of the box ideas

- Explore a merger with another trade association to reduce overhead burdens and increase potential for other revenue streams.
- Explore partnership/merger possibilities a lobbying firm to allow for more individual advocacy/lobbying arrangements.
- Re-visit revenue generating ideas from two years ago about common initiatives for participating members including publishing, insurance, shipping, marketing, travel services, meeting logistics, legal services.

2006 Budget Options

	2005	2005	2006	2006	2006	Note
ACCOUNT	BUDGET	PROJECTED	A-STAT QUO	B-WORST	C-BEST	Numbe
INCOME:						
FROM MEMBERS:						
DUES	584,000.00	600,000.00	540,000.00	452,000.00	597,000.00	1
REIMBURSEMENTS	38,000.00	38,000.00	36,000.00	36,000.00	36,000.00	2
FROM NEKIA COMM:						
MANAGEMENT						
FEE	24,000.00	0.00	24,000.00	24,000.00	24,000.00	3
KNOWL. USE INIT.	30,000.00	0.00	10,000.00	0.00	20,000.00	4
FROM OTHERS:						
RENTS	91,776.00	91,776.00	92,326.00	92,326.00	92,326.00	5
INTEREST	1,000.00	1,850.00	1,850.00	1,850.00	1,850.00	6
TOTAL INCOME	768,776.00	731,626.00	704,176.00	606,176.00	771,176.00	
EXPENSES:						
ADVERTISING:						
PROMO						
MATERIALS	2,500.00	2,000.00	1,000.00	0.00	2,000.00	7
BANK FEES	100.00	454.00	450.00	450.00	450.00	8
KNOWL. USE EXP	30,000.00	35,000.00	10,000.00	0.00	20,000.00	9
COMPUTER:						
WEB SITE MAINT.	7,040.00	5,000.00	2,000.00	2,000.00	2,000.00	10
INTERNET ACCESS	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	11
REPAIRS	5,000.00	3,000.00	3,000.00	3,000.00	3,000.00	12
CONSULTANTS	67,800.00	67,800.00	67,800.00	0.00	67,800.00	13
DUES & SUBS	9,450.00	9,000.00	7,000.00	5,000.00	9,000.00	14
ENTERTAIN. &						
MEALS	4,400.00	4,000.00	4,000.00	2,000.00	6,000.00	15
EQUIPMENT						
LEASES:	1,800.00	1,700.00	1,700.00	1,700.00	1,700.00	16
GIFTS & AWARDS	1,000.00	800.00	800.00	0.00	2,000.00	17
INSURANCE:						
HEALTH	24,507.00	24,500.00	28,175.00	28,175.00	28,175.00	18
D&O	0.00	1,630.00	1,800.00	1,800.00	1,800.00	19
BUSINESS	1,000.00	884.00	1,000.00	1,000.00	1,000.00	20
WORKERS' COMP	1,340.00	1,271.00	1,400.00	1,400.00	1,400.00	21
INTEREST EXPENSE	100.00	100.00	100.00	100.00	100.00	22
LOBBYING:						
FEES	4,200.00	4,200.00	4,200.00	0.00	4,200.00	23
MEETING EXPENSES						
BOARD MEETINGS	11,250.00	12,400.00	13,000.00	13,000.00	13,000.00	24
OTHER MTGS **	36,000.00	30,000.00	30,000.00	30,000.00	30,000.00	25
OFFICE EXPENSES	3,300.00	2,000.00	2,000.00	2,000.00	2,000.00	26
PAYROLL:						
SALARIES	287,040.00	287,040.00	298,520.00	287,040.00	298,520.00	27
BONUS'S PAID	10,000.00	8,000.00	0.00	0.00	10,000.00	
TAXES	20,700.00	20,700.00	21,530.00	20,700.00	21,530.00	28
PENALTIES		0.00	0.00			
PENSION	16,000.00	16,000.00	16,640.00	16,640.00	16,640.00	29
POST. & DELIVERY	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	30
PRINTING &						
COPYING	1,050.00	1,000.00	1,000.00	1,000.00	1,000.00	31

PROF DEVEL	1,500.00	1,500.00	1,500.00	0.00	1,500.00	32
PROFESSIONAL FEES:						
ACCOUNTING	15,500.00	17,500.00	17,500.00	10,500.00	17,500.00	33
LEGAL **	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	34
PENSION ADMIN	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	35
PAYROLL SERVICE	1,450.00	1,500.00	1,500.00	1,500.00	1,500.00	36
RENT	126,340.36	126,340.36	131,400.00	131,400.00	131,400.00	37
REPAIRS & MAINT:						
EQUIP MAINT						
CONTR.	2,365.00	2,250.00	2,250.00	2,250.00	2,250.00	38
EQUIPMENT						
REPAIRS	405.00	405.00	405.00	405.00	405.00	39
STORAGE EXPENSE	1,205.00	1,200.00	1,200.00	1,200.00	1,200.00	40
TAXES & LICENSES	N/A	5,000.00	5,000.00	5,000.00	5,000.00	41
TELEPHONES **	8,820.00	8,500.00	8,500.00	8,500.00	8,500.00	42
TRAVEL:						
LOCAL	1,600.00	1,000.00	1,000.00	1,000.00	1,000.00	43
LONG DISTANCE	14,000.00	11,000.00	11,000.00	4,000.00	15,000.00	44
UTILITIES	8,000.00	7,400.00	7,400.00	7,400.00	7,400.00	45
TOTAL EXPENSES	736,612.36	730,924.36	714,620.00	599,010.00	744,820.00	
NET	32,163.64	701.64	-10,444.00	7,166.00	26,356.00	

** THESE EXPENSE ITEMS ARE OFFSET BY REVENUES

NOTES

- 1 A --- STATUS QUO: 20 FULL M-SHIPS @ \$26,000; 4 ASSOCIATE M-SHIPS @ \$5,000
B--- WORST CASE: 17 FULL M-SHIPS @ \$26,000; 2 ASSOCIATE M-SHIPS @ \$5,000
C--- BEST CASE: 22 FULL M-SHIPS @ \$26,000; 5 ASSOCIATE M-SHIPS @ \$5,000
- 2 REIMBURSEMENTS FOR CONGRESSIONAL RECPT. (\$4,000),
LEG. CONF. (\$4,000), BOARD DINNERS (\$8,000), CONFERENCE
CALLS (\$4,000), BUSINESS DEV. INST. (\$15,000),
COMMUNICATORS INSTITUTE (\$3,000)
- 3 \$2000 PER MONTH - THESE ARE DISCRETIONARY DRAWS
TAKEN WHEN NEEDED
- 4 KNOWLEDGE UTILIZATION WORK
- 5 SABIN \$54,512; NCEE \$37,814; RUSSELL \$1,500; DISKEY \$1,500
- 6 ESTIMATE BASED UPON 2005 PROJECTED
- 7 DEVELOPMENT OF MATERIALS FOR NEKIA FOLDER
- 8 ESTIMATE BASED UPON 2005 PROJECTED
- 9 PROJECTED EXPENSES FOR KNOWLEDGE UTILIZATION WORK
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- 12
- 13 OPTIONS A & C: \$2,500/MO. DISKEY & ASSOC; \$3,150/MO. WASH PARTNERS
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OPTIONS A & C: EST. PORTION OF WASH PARTNER FEES FOR LOBBYING (10%)

OPTIONS A & C: 4% RAISE; WORST: NO RAISES

OPTIONS A & C: \$10,000 AUDIT, \$1500 TAX PREP FEE; \$500/MO BOOKKEEPING
B BASED UPON COMPILATION RATHER THAN AUDIT; \$500/MO BOOKKEEPING

2005 Work Plan Performance

To: Executive Committee
From: Jim Kohlmoos
Subject: Status Report, FY 2005 Work Plan
Date: August 19, 2005

For your review and comment at our summer meeting, we have provided a brief progress report on each of our goals and activities in the chart below. During our meeting we can elaborate on our ratings and discuss potential changes in tactics.

Approved Priorities for FY 2005

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

Estimated Time and Resources:

FY 2004:	50%
FY 2005:	55%

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

Estimated Time and Resources:

FY 2004:	25%
FY 2005:	25%

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

Estimated Time and Resources:

FY 2004:	15%
FY 2005:	10%

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

Estimated Time and Resources:

FY 2004:	10%
FY 2005:	10%

Progress Ratings

- 5 – Fully Completed --- achieved above and beyond the original goal
- 4 – Partially Completed --- achieved 80- 100% of the goal
- 3 – Not yet completed --- making good progress
- 2 – Not yet completed --- making fair progress
- 1 – Not yet completed--- unsatisfactory progress
- 0 -- No action

	April	Sept	Nov
1.0 Public Policy			
1.1 Appropriations	3 --- So far so good. See Marcia's report for more detailed analysis on our progress and the remaining challenges and uncertainties	3 --- Excellent position for level funding of top 3 priorities. CSR in poor position. No progress on R&D Center language	
1.2 Implementations	3 --- We have focused significantly on tracking the competitions process and organizational changes at ED	4 --- Strong performance in monitoring and pushing implementation of competitions	
1.3 Knowledge Utilization	0 --- We have delayed any legislative activity until after the visioning process is completed and the political climate becomes more settled in Congress	0 – postponed until FY 2006	
1.4 Policy Action Group	2 + --- We have made good progress in working with individual members but we re-assessing how best to mobilize more group activity	3 --- strong interactions	
1.5 Reauthorizations	0 --- We have not yet been active in the upcoming reauthorizations for vocational education and higher education.	2 --- some knowledge use language in HEA in House and proposed for Senate	
2.0 Industry Leadership			
2.1 Knowledge Utilization Visioning	3 --- We have made good progress with this effort. See attached report	4 --- Excellent progress. Established principles.	
2.2 Communications	2 --- We have maintained good visibility in the trade press (six mentions/quotes this year) and are making progress on the Communicators Institute.	4 --- good progress towards exceeding our goals	
2.3 Relationships	3 --- We continue to nurture develop relationships in our field with positive specific interactions with CCSSO, ELC, AERA, EIA, PPI, NAS, ASCD, CEF, OCRE, AEI, IEL, CEP, NASSP. NCTAF.	3 – Have maintained strong relationships with all listed but disappointed with CCSSO situation r	
3.0 Business Development			

3.1 Knowledge Utilization Policy	0 same as 1.3	0
3.2 Niche Markets	2 --- We have explored additional potential opportunities in NSF, NIH, Homeland Security, Defense. We need to take a more aggressive approach	2 --- mixed success in examining additional fed agencies.
3.3 Business Development Group	2 --- We have convened the group for two teleconferences and will soon start planning for the November institute.	2 --- We convened teleconferences as planned with mixed participation.
4.0 Organizational Development		
4.1 Membership Development	3 --- Good progress with the addition of two new full members. We still have to add at least 4 new associate members to reach our year's goal	3 – on target after two new members joined in the spring and two existing members dropped. Still short on associate members
4.2 Finances	1 --- We have taken modest steps in exploring new revenue streams. More attention needs to be focused on this effort.	1 --- still examining possibilities beyond our membership revenue streams
4.3 Operations & Governance	2 + --- Adequate progress in reviewing our accounting systems but will know more after the audit is completed. We are making good progress in shifting more operational work to the Ex Committee.	3 --- good progress strength

2006 Proposal for Work Plan and Calendar

DRAFT Proposal (8/19/05)

FY 2006 WORK PLAN

PRIORITIES

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

Estimated Time and Resources:

FY 2004:	50%
FY 2005:	55%
FY 2006:	50%

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

Estimated Time and Resources:

FY 2004:	25%
FY 2005:	25%
FY 2006:	20%

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

Estimated Time and Resources:

FY 2004:	15%
FY 2005:	10%
FY 2006:	15%

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

Estimated Time and Resources:

FY 2004:	10%
FY 2005:	10%
FY 2006:	15%

GOALS, OBJECTIVES, AND ACTIVITIES

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

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

Key Activities:

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

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

Key activities:

- Identify critical implementation issues including the funding and configurations of National R&D Centers, the implementation of agreements for the Comprehensive Centers and the Regional Education Laboratories, relevant report language in FY 2006 appropriations bills.
- Design and implement strategies in problem areas
- Work with key officials at the Department of Education, the Education Sciences Board and the Congress.

1.3 Knowledge Utilization Legislation --- Revise and re-introduce the Knowledge Utilization Act with balance bi-partisan support in both houses of Congress with an emphasis on eventual passage.

Key Activities

- Revise current proposal involving a wide group of interested experts and interests
- Develop and implement government relations strategy for introducing the bill with bi-participant support
- Create follow up strategy for passage or continued consideration

1.4 Policy Action —Provide accurate and timely information, strategic guidance, and training to designated Policy Action Group representatives.

Key Activities:

- Create yearlong master plan for grassroots advocacy
- Convene regular conference calls, ongoing email communications, and at least 2 DC-based working meetings
- Maintain “on call” contact with PAG members for advice and sharing.

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

Key activities:

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

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

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

Key Activities

- Seek funding for a long term effort.
- Explore partnerships with industry organizations (see 2.3)
- Link NEKIA policy forums with knowledge use concepts
- See 1.3

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

Key Activities:

- Media Relations—Generate at least five op ed pieces and 10 positive quotes or references in trade publications
- Events— Conduct at least three events to enhance visibility and credibility of NEKIA as an industry leader.
- Communicators Network--- Conduct annual NEKIA Communicators Institute focusing on communicating in a knowledge utilization era

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

Key Activities:

- Continue active involvement in industry-related strategic alliances including AEP, IEA, CEF, EdLiNC, IGER, OCRE, 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. Business Development: Enhance the capacity of NEKIA members to expand and diversify opportunities in education-related markets.

3.1 Knowledge Use policy --- Use federal legislation to enhance market conditions favorable to NEKIA members' interests.

Key Activities (see 1.3)

3.2 Niche markets — Help members penetrate and/or expand share in key markets.

Key Activities:

- Research and identify high potential market niches in government agencies, k-12 school markets, philanthropies, and international areas
- Strategic development --- assist members in accessing new markets as appropriate.

3.3 Business Development Action Group --- Continue the group (similar to PAG) and provide members with strategic intelligence and relationship building opportunities in high potential market niches

Key Activities

- Convene regular conference calls and annual institute
- Examine ways to enhance business processes in member organizations

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

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

Key Activities:

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

4.2 Finances — Improve long term financial stability in line with leadership goals.

Key Activities:

- Research short and long term revenue production options that enhance NEKIA's position in the industry and financial stability.
- Develop strategy for full launch by mid-year FY 2006.

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

- Use technology and consultants to streamline accounting, budgetary and correspondence processes to relieve paper work burdens and move to a paperless office.
- Continue to identify key areas in the bylaws, policy and procedures in need of updating and revisions,
- Continue to expand the Executive Committee's role in overseeing operating processes,
- Maintain the Board's focus on key strategic issues relating to business development, government relations, and industry development.

DRAFT FY2006 Activity Calendar

December 2005

Monday, December 5th: Executive Committee Conference Call, 4:00 p.m. ET
Thursday, December 8th: Policy Action Group Planning and Review Institute,
Washington, DC, 10:00 a.m.-4:00 p.m.
Monday, December 12th: Board Conference Call, 3:00 p.m. ET

January, 2006

Monday, January 9th: Policy Action Group Conference Call, 3:00 p.m. ET
Monday, January 9th: Executive Committee Conference Call, 4:00 p.m. ET
Monday, January 23rd: Policy Action Group Conference Call, 3:00 p.m. ET
Business Development Group Conference Call, 4:00 p.m. ET
Wednesday, January 25th -: Board of Directors Retreat, Scottsdale, AZ
Friday, January 27th

February, 2006

Monday, February 6th: Policy Action Group Conference Call, 3:00 p.m. ET
Monday, February 13th: Executive Committee Conference Call, 4:00 p.m. ET
Tuesday, February 21st: Board Conference Call, 3:00 p.m. ET
Monday, February 27th: Policy Action Group Conference Call, 3:00 p.m. ET
Business Development Group Conference Call, 4:00 p.m. ET

March, 2006

Monday, March 6th: Legislative and Policy Institute Orientation Dinner, 7:00-9:00 p.m.
Tuesday, March 7th: Legislative and Policy Institute, Washington, DC 8:00 a.m.-Noon
Monday, March 13th: Policy Action Group Conference Call, 3:00 p.m. ET
Monday, March 13th: Executive Committee Conference Call, 4:00 p.m. ET
Monday, March 20th: Board Conference Call, 3:00 p.m. ET
Monday, March 27th: Policy Action Group Conference Call, 3:00 p.m. ET
Business Development Group Conference Call, 4:00 p.m. ET

April, 2006

Monday, April 3rd: Policy Action Group Conference Call, 3:00 p.m. ET
Monday, April 3rd: Executive Committee Conference Call, 4:00 p.m. ET

April, 2006 (cont.)

AT AERA

Friday, April 7th Informal Members Dinner, San Francisco, CA 6:00-9:00 p.m.

Saturday, April 8th Executive Committee, San Francisco, CA 8:30 a.m.-9:30 a.m.

Board Meeting, San Francisco, CA 9:30 a.m.-4:00 p.m.

Sector Group Meeting, San Francisco, CA 4:00-5:00 p.m.

Monday, April 24th: Policy Action Group Conference Call, 3:00 p.m. ET

Business Development Group Conference Call, 4:00 p.m. ET

May, 2006

Monday, May 8th: Policy Action Group Conference Call, 3:00 p.m. ET

Executive Committee Conference Call, 4:00 p.m. ET

Monday, May 15th: Board Conference Call, 3:00 p.m. ET

Monday, May 22nd: Policy Action Group Conference Call, 3:00 p.m. ET

Business Development Group Conference Call, 4:00 p.m. ET

June, 2006

Thursday, June 1st : NEKIA Communicators Institute, New Orleans, LA, Noon-5:00 p.m.

Friday, June 2nd: NEKIA Communicators Institute, New Orleans, LA, 8:00 a.m.-2:00 p.m.

Monday, June 5th: Policy Action Group Conference Call, 3:00 p.m. ET

Monday, June 12th: Executive Committee Conference Call, 4:00 p.m. ET

Monday, June 19th: Board Conference Call, 3:00 p.m. ET

Tuesday, June 20th: Policy Action Group Conference Call, 3:00 p.m. ET

Business Development Group Conference Call, 4:00 p.m. ET

July, 2006

Monday, July 10th: Policy Action Group Conference Call, 3:00 p.m. ET

Executive Committee Conference Call, 4:00 p.m. ET

Monday, July 17th: Board Conference Call, 3:00 p.m. ET

Monday, July 24th: Policy Action Group Conference Call, 3:00 p.m. ET

Business Development Group Conference Call, 4:00 p.m. ET

August, 2006

Monday, August 7th: Executive Committee Conference Call, 4:00 p.m. ET

Monday, August 21st: Board Conference Call, 3:00 p.m. ET

Tuesday, August 29th: Executive Committee Dinner, 6:00-9:00 p.m. Location TBD

August, 2006 (continued)

Wednesday, August 30th: Executive Committee Meeting, 8:00 a.m.-2:00 p.m. Location TBD

September, 2006

Monday, September 11th: Policy Action Group Conference Call, 3:00 p.m. ET

Monday, September 11th: Executive Committee Conference Call, 4:00 p.m. ET

Monday, September 18th: Board Conference Call, 3:00 p.m. ET

Monday, September 25th: Policy Action Group Conference Call, 3:00 p.m. ET

Business Development Group Conference Call, 4:00 p.m. ET

October, 2006

Tuesday, October 10th: Executive Committee Conference Call, 4:00 p.m. ET

Monday, October 16th: Board Conference Call, 3:00 p.m. ET

Tuesday, October 17th: Policy Action Group Conference Call, 3:00 p.m. ET

Monday, October 23rd: Business Development Group Conference Call, 4:00 p.m. ET

November, 2006

Monday, November 6th: Executive Committee Conference Call, 4:00 p.m. ET

Monday, November 13th: Policy Action Group Conference Call, 3:00 p.m. ET

Business Development Group Conference Call, 4:00 p.m. ET

Wednesday, November 15th: Executive Committee, Noon-1:00 p.m., Location TBD

Wednesday, November 15th: Annual Board Meeting, 1:00-4:00 p.m., Location TBD

Sector Group Meeting, 4:00-5:00 p.m.

Welcome Dinner for Business Development Institute, 6-9:00 p.m.

Thursday, November 16th: Business Development Institute, Washington, DC 9:00 a.m.-5:00 p.m.

Friday, November 17th: Business Development Institute, Washington, DC, 9:00 a.m.-Noon

December 2006

Monday, December 4th: Executive Committee Conference Call, 4:00 p.m. ET

Thursday, December 7th: Policy Action Group Planning and Review Institute,

Washington, DC, 10:00 a.m.-4:00 p.m.

Monday, December 11th: Board Conference Call, 3:00 p.m. ET

January 2007

Wednesday, January 24th -: Board of Directors Retreat, Location TBD

Friday, January 26th

**CEO Appraisal
and
Compensation Survey
(reference materials)**

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

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

Criteria for Formal Feedback:

Skills: Leadership and Initiative (Skill weight: 50%)
Skills: Management and Planning (Skill weight: 30%) [note suggested addition 5%]
Skills: Communication /Collaboration (Skill weight:20%) [note suggested reduction 5%]

Work Plan: Public Policy (Work plan weight. 55%)
Work Plan: Industry Leadership (Work plan weight: 25%)
Work Plan: Business Development (Work plan weight: 10%)
Work Plan: Organizational Development (Work plan weight: 10%)
[Note: changes made in Work Plan criteria to reflect overall work plan language and weights]

Informal Feedback:

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

Formal Feedback:

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

During Sept, we solicit written feedback from full Board.

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

During Sept, Jim prepares self-assessment.

Obtain updated compensation benchmark information during Sept.

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

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

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

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

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

PERFORMANCE APPRAISAL

for

Jim Kohlmoos
President, NEKIA
FY 2005

Appraisal period: December 2004- October 2005

SKILL ACCOUNTABILITIES

The five-point scale to be used in making the numeric ratings for these accountabilities is as follows:

- 5 – Exceptional, consistently exceeds expectations at a high level
- 4 – Very good
- 3 – Good, meets expectations
- 2 – Average
- 1 – Poor, fails to meet expectations

LEADERSHIP & INITIATIVE (weight 50%)

- Develops and refines NEKIA's vision as the leading trade association for the education knowledge industry.
- Develops and refines NEKIA's goals, effectively promoting them among members, staff, and constituencies.
- Monitors and adjusts the pursuit of goals to ensure appropriate priority and strategic positioning given changing contexts.
- Develops a sufficient understanding of each member's organization in order to effectively support it through the trade association.
- Develops and communicates appropriate roles for staff, Executive Committee, Board, and selected staff of member organizations, using them in their designated roles.
- Develops strategies for, and effectively guides and inspires members, staff, and constituencies towards, the achievement of key NEKIA goals and objectives.
- Seeks out and creates opportunities for greater impact and improved results.
- Contributes new ideas and solutions to effectively address key issues facing NEKIA.
- Uses appropriate group process techniques to support member involvement
- Provides equitable services across member organizations.
- Develops and maintains positive, supportive, and productive working relationships with NEKIA's members and its constituencies.

Kohlmoos Comments:

Reviewer Comments:

MANAGEMENT AND PLANNING (weight 30%)

- Develops realistic plans, schedules tasks and projects, and manages time for maximum results.
- Establishes clear work priorities and measurable objectives.

- Follows through on commitments and meets deadlines for task completion.
- Delegates tasks and responsibilities effectively to accomplish objectives.
- Able to positively and effectively take charge, direct and coordinate the activities of others
- Effectively identifies problems and proactively takes action to resolve them.
- Includes those known to be affected by a decision in the planning and implementation of that decision

Kohlmoos Comments:

Reviewer Comments:

___ COMMUNICATION and COLLABORATION (weight 20%)

- Develops positive and supportive working relationships with members, staff, and external constituencies.
- Demonstrates clear and explicit verbal and written communication skills.
- Fosters collaboration in the pursuit of NEKIA goals.
- Initiates and supports meaningful team efforts among members.

Kohlmoos Comments:

Reviewer Comments:

WORK PLAN ACCOUNTABILITIES

The five-point scale to be used in making the numeric ratings for these accountabilities is as follows:

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

___ Public Policy: Promote increased investments, favorable policies, and proper implementation in high priority federal programs. (weight 55%)

- FY 2006 Appropriations—Advocate for an increase in appropriations levels for designated priority programs by 33% over the FY 2005 levels.
- Implementations --- Ensure the favorable implementation of and participation in relevant provisions in Education Sciences Reform Act (ESRA) and No Child Left Behind Act (NCLBA)
- Knowledge Utilization Legislation --- Revise and re-introduce the Knowledge Utilization Act with balance bi-partisan support in both houses of Congress with an emphasis on eventual passage.
- Policy Action —Provide accurate and timely information, strategic guidance, and training to designated Policy Action Group representatives.
- Reauthorizations --- Promote positions on selected issues that affect members’ future business opportunities relating to Individual with Disabilities in Education Act (IDEA), Higher Education Act (HEA), Perkins Act, and other authorization and policy areas.

Kohlmoos Comments:

Reviewer Comments:

___ Industry Leadership: Strengthen the position of NEKIA and its membership to lead and shape the knowledge industry in education. (weight 25%)

- Knowledge Utilization Visioning and Branding --- Launch and guide a national process for developing a new vision for knowledge utilization in education
- Communications --- Raise public awareness about NEKIA, its members, and the knowledge industry through strategic communications efforts.
- Relationships — Expand and/or strengthen collaborative relationships with other Industry organizations

Kohlmoos Comments:

Reviewer Comments:

___ Business Development: Enhance the capacity of NEKIA members to expand and diversify opportunities in education-related markets. (weight 10%)

- Knowledge Utilization policy --- Use federal legislation to enhance market conditions favorable to NEKIA members' interests.
- Niche markets — Help members penetrate and/or expand share in key markets.
- Business Development Action Group --- Establish a new group (similar to PAG) and provide members with strategic intelligence and relationship building opportunities in high potential market niches

Kohlmoos Comments:

Reviewer Comments:

___ Organizational Development: Improve NEKIA's operating capacity for long term financial stability, growth and diversification. (weight 10%)

- Membership Development: Expand and diversify NEKIA's membership based upon industry leadership goals and NEKIA's approved plan
- Finances — Improve long term financial stability in line with leadership goals.
- Operations and Governance— Improve the efficiency of office operations and strengthen governance process with the Board and Executive Committee.

Kohlmoos Comments:

Reviewer Comments:

OVERALL COMMENTS AND OUTLOOK BY KOHLMOOS

OVERALL COMMENTS AND ADVICE BY THE REVIEWER

Chris,

See below the latest compensation survey from the Washington area's association of association executives. We can discuss this at some point in the next few weeks. This survey is being discontinued as the organization is going through a merger.

Jim

8/9/2005

Welcome to the 2005 Association Compensation Survey!
Produced by the Center for Association Leadership

The GWSAE Network Association Compensation Survey Report is the only report dedicated to benchmarking association staff compensation for the Washington, DC area. Data is collected and augmented year-round from hundreds of trade and professional associations, foundations and cause-related organizations.

 Results are in! **Compensation Planning Survey results indicate associations are increasing pay by approximately 4% this year and plan to do the same for the next calendar year.**

 Survey participation means reduced report pricing. **But more importantly – the greater the number of participating associations, the better the reports and data.**

 Standard Reports for 50+ job titles **ranging from CEO to administrative support. To download a paper survey and detailed job descriptions click Participation Info.**

 State-of-the-art security **measures protect your data. All compensation and organizational information is entered on a secure Web site and encrypted during transmission.**

 Help us provide the most comprehensive data. **The 2005 Association Compensation Survey results are now available. Help us ensure that we provide the most accurate and up-to-date information possible across the year - enter your organization's data! Already a participant? Update your information!**

GWSAE Association Compensation Survey Report

	Salary								Bonus		Total Compensation			
	# Orgs	# Ees	25th Pctl	Mean	Median	75th Pctl	Actual Low	Actual High	# Ees	Mean	25th Pctl	Mean	Median	75th Pctl
All	82	82	145.7	231.1	204.7	260.9	86.3	872.6	62	24.1	146.2	249.3	216.8	286.5
Bonus Eligible	62	62	141.7	239.3	200.0	271.7	91.5	872.6	62	24.1	146.2	263.4	220.3	291.9
Not Bonus Eligible	20	20	151.8	205.5	212.9	254.6	86.3	340.6	N/A	N/A	151.8	205.5	212.9	254.6
Association Scope														
Local	3	3	--	--	--	--	--	--	--	--	--	--	--	--
State/Regional	1	1	--	--	--	--	--	--	--	--	--	--	--	--
National	61	61	162.4	244.0	207.1	263.3	86.3	872.6	46	24.9	170.6	262.7	218.1	291.9
International	17	17	141.7	198.5	211.7	260.9	92.1	317.2	14	24.2	145.7	218.4	231.9	286.5
Type of Membership														
Individuals	22	22	119.8	220.3	211.5	307.8	88.6	525.2	16	16.8	119.8	232.5	231.5	307.8
Corporations/Institutions	31	31	175.0	286.2	242.6	315.2	100.8	872.6	27	36.8	190.6	318.2	246.8	315.2
Both Individuals & Corporations/Institutions	27	27	132.6	179.5	174.0	223.1	86.3	303.0	17	13.4	137.5	187.9	178.8	226.8
Other	2	2	--	--	--	--	--	--	--	--	--	--	--	--
Budget Size														
Less than \$250,000	0	0	--	--	--	--	--	--	--	--	--	--	--	--
\$250,000 - \$499,999	0	0	--	--	--	--	--	--	--	--	--	--	--	--
\$500,000 - \$999,999	6	6	92.1	113.6	106.6	121.7	91.5	163.2	6	5.1	95.4	118.7	106.6	128.7
\$1,000,000 - \$2,499,999	17	17	119.8	156.6	147.5	194.3	86.3	271.7	16	11.4	119.8	167.3	173.6	207.1
\$2,500,000 - \$4,999,999	17	17	135.9	179.9	179.5	222.5	92.3	276.3	10	9.4	142.7	185.5	179.5	225.8
\$5,000,000 - \$9,999,999	16	16	185.5	244.9	229.1	259.4	137.5	584.8	10	13.2	191.9	253.2	234.0	284.4
\$10,000,000 - \$19,999,999	16	16	191.6	309.7	284.5	354.7	88.6	799.7	12	58.2	219.3	353.3	287.6	374.5
\$20,000,000 or more	10	10	238.9	367.1	305.4	385.4	229.2	872.6	8	44.7	260.9	402.8	309.3	424.2
Staff Size														
1-5	10	10	100.8	132.1	116.1	163.2	91.5	211.7	10	8.4	100.8	140.5	117.0	183.6
6-10	13	13	125.7	150.5	141.7	175.0	86.3	271.7	11	11.8	128.3	160.5	146.2	181.5
11-20	12	12	141.6	183.9	178.4	212.4	125.6	276.3	9	8.9	144.2	190.6	182.1	221.9
21-50	26	26	174.0	269.4	226.5	284.5	92.3	799.7	16	32.9	186.8	289.6	233.3	301.5
51-100	13	13	226.1	264.5	251.7	317.2	88.6	378.8	10	37.6	236.8	293.4	286.5	370.3
101-200	3	3	--	--	--	--	--	--	--	--	--	--	--	--
201 or more	5	5	310.9	453.6	385.4	525.2	173.6	872.6	4	68.8	310.9	508.6	385.4	547.9
Location														
District of Columbia	41	41	163.2	260.2	215.5	301.5	86.3	872.6	29	25.6	168.1	278.3	218.1	301.5
Maryland	14	14	128.5	216.0	186.1	236.8	104.0	525.2	11	11.1	128.5	224.7	202.0	236.8
Virginia	27	27	135.9	194.6	197.0	242.6	88.6	368.8	22	28.7	142.7	218.0	212.5	263.3

Tax Status														
501(c)(3)	39	39	145.7	224.7	194.3	301.5	86.3	799.7	29	18.8	146.2	238.7	204.0	301.5
501(c)(4)	4	4	--	--	--	--	--	--	--	--	--	--	--	--
501(c)(6)	24	24	149.5	270.1	214.7	278.1	88.6	872.6	18	34.7	162.2	296.0	228.8	298.4
501(c)(6) with 501(c)(3) foundation	10	10	130.7	200.2	226.1	242.6	121.7	276.3	9	21.3	142.7	219.4	232.9	286.5
Other	5	5	173.6	205.0	202.3	215.0	170.6	263.3	3	32.2	212.5	224.3	215.0	260.1
Years in Position														
0 - 5	36	36	129.6	212.6	177.2	257.3	88.6	799.7	27	28.1	141.7	233.6	206.0	273.7
6 - 10	21	21	174.0	267.0	207.1	301.5	86.3	872.6	17	32.6	174.0	293.4	218.1	301.5
11 - 15	13	13	168.6	254.3	222.5	263.3	112.4	584.8	10	13.2	178.8	264.5	222.5	286.5
16 - 20	7	7	211.7	221.3	217.7	255.4	137.5	284.5	5	9.7	215.5	228.3	226.8	255.4
Over 21	5	5	145.7	166.2	173.6	190.6	92.1	229.2	3	1.1	145.7	166.9	173.6	190.6
Years of Experience														
0 - 5	9	9	125.7	261.5	197.6	303.0	91.5	799.7	8	49.3	140.7	305.4	222.8	307.8
6 - 10	13	13	132.6	245.7	223.1	253.8	86.3	580.8	9	38.5	132.6	272.4	236.8	291.9
11 - 15	14	14	112.4	209.1	188.8	271.7	88.6	378.8	10	14.2	112.4	219.3	211.1	291.9
16 - 20	16	16	139.1	208.8	185.8	226.5	104.0	584.8	14	11.1	159.8	218.5	191.9	233.3
Over 21	30	30	170.6	237.7	213.4	255.4	92.1	872.6	21	21.8	170.6	252.9	220.6	286.5

Data displayed in \$000s.

Data are not shown where the number of respondents is fewer than 5.

Dollar values have been aged by an annual rate of 2%, projected to August 2005

Date

A100 - Chief of Staff Executive

Job Family: Top Executives

Your Job Code - Job Title: A100 - President and CEO

Top management position with the primary accountability for the accomplishments and fiscal integrity of the entire organization; works with the Board of Directors to determine the focus of the association. Develops and recommends policies to the Board for approval, and is responsible for their implementation. May serve as the spokesperson for and represent the association.

Your Organization's Data							
	# of Ees	Base Pay			Bonus		Total Compensation
		Low	Mean	High	# of Ees	Mean	Mean
National Education Knowledge Industry Association	1	--	160.0	--	1	20.0	180.0

Survey Data														
	# Orgs	# Ees	Base Pay						Bonus		Total Compensation			
			Actual Low	25th Pctl	Mean	Median	75th Pctl	Actual High	# Ees	Mean	25th Pctl	Mean	Median	75th Pctl
Custom Data Cuts Based on Selected Parameters														
Selected Organizations	0	0	--	--	--	--	--	--	--	--	--	--	--	--
Bonus Eligible	0	0	--	--	--	--	--	--	--	--	--	--	--	--

Not Bonus Eligible	0	0	--	--	--	--	--	--	N/A	N/A	--	--	--	--
All Data (includes all participating organizations regardless of selected parameters)														
All Organizations	82	82	86.7	146.5	232.2	205.7	262.2	877.0	62	24.3	147.0	250.5	217.9	287.9
Bonus Eligible	62	62	92.0	142.4	240.5	201.0	273.0	877.0	62	24.3	147.0	264.7	221.4	293.3
Not Bonus Eligible	20	20	86.7	152.5	206.5	214.0	255.8	342.3	N/A	N/A	152.5	206.5	214.0	255.8

Base Pay Comparison for Custom Data Cut	Report Parameters	Degree of Match
No Meaningful Sample	Association Scope National Type of Membership Corporations/Institutions Budget Size \$500,000 to \$1 Million Staff Size 5 to 20 Location District of Columbia Tax Status 501(c)(6) with 501(c)(3) foundation	Your Company High Survey Data Low: 0.0% Equal: 0.0% High: 0.0%
		Overtime Eligibility
		Eligible: 0.0%

Knowledge Use Strategies

TO: Executive Committee
FROM: Jim Kohlmoos
RE: Knowledge Use Next Steps
DATE: August 19, 2005

During our summer meeting we will be discussing the ideas for how to best promote and expand upon our knowledge use initiatives. You will find below the ideas that we discussed with the Board earlier this summer at the time the principles were adopted. We need to discuss both our short and long term strategies for advancing this important work.. I would then like to incorporate the ideas into the 2006 work plan and start work on some or all of these activities. (pending our decisions about FY 2006 planning scenarios).

Ideas for Knowledge Use approved by the Board

Immediate steps not necessitating major funding (at least for now)

- Forums --- Continue to plan and implement policy forums on specific reform topics within a knowledge utilization framework (similar to our forums with PPI and NAS) through at least 2006. Use these forums both to focus explicitly on knowledge use and to disseminate the NEKIA principles. Commission discussion papers for the forums and other related activities examining different approaches to knowledge use including the concept of communities of knowledge. Encourage NEKIA members to organize their own forums and conference presentations using the principles as a framework.
- Promotion and Sharing --- In preparation for FY 2006, begin to revise NEKIA's mission and values statements to more fully emphasize knowledge use as a central organizing concept for our work and redesign promotional materials and web site accordingly. Consider establishing a sharing mechanism for NEKIA members' knowledge utilization activities through a modified NEKIA web site or a blog.
- Collaboration --- Explore specific collaborative activities with Strategic Education Research Program, Council of Chief State School Officers, American Education Research Association, National Academies, and the Institute for Knowledge Management in Education, the National Science Foundation, and the US Department of Education. Develop specific proposals for collaboration for Board approval

Ideas for possible consideration in the FY 2006 work plan

- Organization --- Change the name of our non-profit entity to the Knowledge Utilization Institute within NEKIA as a think tank through which to generate funding and conduct knowledge utilization activities such as the policy forums.
- Legislation --- At the strategically appropriate time, draft new legislation for knowledge utilization with full involvement of Congress and Department of Education.
- Three-Year Program --- Launch a long-term comprehensive Knowledge Utilization Research and Development program and fund it through grants from philanthropic sources

and/or federal programs. The program might include such activities as identifying and addressing current gaps and deficiencies in knowledge use in education, convening the key stakeholders to conceptualize research designs or review findings, and considering alternative approaches to knowledge use at the local and state levels. (Note the program would likely need to be administered by a NEKIA member organization rather than in NEKIA).

Business Development Institute

(See memo regarding a business advisory consultant)

**Preliminary Plan for the Business Development Institute
Draft Goals**

1. Examine current and future market dynamics in terms of the national education policy and politics and k-12 industry trends
2. Identify potential new opportunities in federal agencies and philanthropy
3. Gain new insights into business development planning and management
4. Explore specific ways to shape the knowledge use market.

Suggested Participants

NEKIA Board Members, Associate Members, Alliance Members and their Business development and public affairs staff

Draft Agenda

November 16

6:00-9:00 pm --- Reception, Dinner, and Keynote

“Trends in Education Policy and Politics and How They Shape the Education Marketplace”

--- Rick Hess, American Enterprise Institute

November 17

8:00-8:30 --- Breakfast

8:30- 9:00 --- Presentation

“Business Development in the K-12 Knowledge Market ” --- Jim

9:00-noon --- Two Presentations and Discussions (breaks included)

“Special Trends and Opportunities in Federal Agencies”

- Special Education--- Jane West (invited)
- Homeland Security --- TBA

Noon- 2:15 --- Lunch and Presentation/Discussion

“Breakthrough Initiatives in Education Business Development” --- Randy Best and Reid Lyon

2:15-2:30 --- Break

2:30- 3:30 --- Presentation and Discussion

“Trends and Opportunities in Philanthropy” --- Bill Porter, Grantmakers for Education

3:30-3:45 --- Break

3:45- 5:00 --- Facilitated Small Group Discussions

Topics may include:

- Creating a Knowledge Use Market
- Managing Business Development within Your Organization

- Developing a Fee-for-Service Strategy
- Scenario planning in the k-12 market

5:00-6:00 --- Break

6:00 - 8:30 --- Dinner and Keynote

“Words of Wisdom and Lessons Learned for Building Business ” TBA outside speaker

November 18

8:00-10:00 am --- Breakfast and Discussion

Presentation: “Business Processes for Entrepreneurs in Education” Matt Doherty, Education Capital Group.

Discussion: “Lessons Learned, Future Directions: the NEKIA Business Development Initiative”

10:00-noon --- Small group discussions and Individual meetings

“Building Business Partnerships and New Initiatives in the Years Ahead”

To: Executive Committee
From: Jim
Subject: Education Capital Group
Date: August 19, 2005

When we polled our members at last year's retreat, there was a strong interest among a number of members to examine various business development models and processes which members could incorporate into their own organizations. Over the past six months I have been on a hunt for an appropriate consultant who has a strong business expertise and a solid education orientation. One intriguing group with whom I have now met on three occasions is the Education Capital Group, a new business advisory and financial services company. We have discussed two possible options for an engagement (very briefly outlined below).

I am considering adding them to our Business Development Institute agenda on the last morning. They could make a brief presentation about some of their ideas and then gauge our members' interest in ways similar to the international consultant two years ago. I seek your reactions to this sort of initiative.

NEKIA – Education Capital Group, LLC
Discussion Summary
August 2005

Based on conversations over the last three months, NEKIA and Education Capital Group (ECG) have agreed to a more detailed exploration of a potential collaboration which involves the delivery of advisory services directly to NEKIA as well as to its constituent members. The details outlined below represent the collective thoughts of the two parties in an effort to define the services which best address the needs of NEKIA and its member organizations at this time.

#1: NEKIA Direct

NEKIA is focused on developing new channels for its members to leverage their products and services. ECG has presented several ideas to NEKIA, such as an Incubator Fund or the formation of a "NewCo" for product distribution purposes, which might provide such a vehicle to expand the reach of its numbers.

ECG proposes an engagement in which it assesses possible NEKIA business development opportunities. The goal of this effort would be to identify and determine the viability of opportunities which could leverage association-wide intellectual property to create financial and business vehicles to promote NEKIA and its members.

#2: NEKIA Membership

NEKIA indicated the association has increased its efforts to help create business development opportunities for its 23 member organizations, beyond historical dependencies on the federal government. Though the membership is diverse in its

annual revenues and level of strategic planning, NEKIA believes a significant portion would find value in obtaining financial advisory services.

ECG proposes an engagement in which it delivers high-level advisory services to interested NEKIA members. The services will be targeted at those members who are at a critical juncture in their existence, in terms of future growth and strategy. The core deliverable of the service would be an overview assessment of business operations which could include a review of and recommendations for internal structure, product/service lines, the competitive market, strategic partnerships, positioning, and financing. For more involved services, ECG could be retained for a more customized and comprehensive analysis.

Next Steps

Once the conceptual pieces are defined and meet the satisfaction of both parties, NEKIA and ECG can address issues to the timing of each engagement and related fees.

Firm Profile

Education Capital Group, LLC employs industry Knowledge, access to Capital, and a commitment to Service to Enhance Education.

We provide financial and strategic advisory services to education companies and industry investors. Recognizing the knowledge gap between the education sector, business world, and investment community, Education Capital Group was formed to connect the parties and facilitate mutually beneficial relationships. With a unique combination of expertise in the boardroom and the classroom, Education Capital Group approaches client engagements with an awareness of market demands and an understanding of the client's current and desired place in the education industry. Our offices are located in Alexandria, Virginia and Baltimore, Maryland

G. William Bavin

Managing Partner & Co-Founder

Prior to forming Education Capital Group, Bill advised numerous education industry clients and investors through Education Capital Markets, Inc., which he founded in 1997, regarding capital formation matters, mergers and acquisitions, and strategic issues. Bill previously served as Vice President for Research and Product Development at Education Securities, Inc., a wholly owned broker/dealer subsidiary of the Student Loan Marketing Association

Frank A. Bonsal III

Managing Partner & Co-Founder

Before forming Education Capital Group, Frank was an Associate with Bonsal Capital, LLC, a venture capital firm that invests in early stage information technology and life science companies. At Bonsal Capital, Frank spearheaded the firm's investment strategies and activities in K-12 and post-secondary education technology. He also worked closely with several education company holdings, advising them on managerial, financial, strategic, and business



- ▼ Clients
- Select Engagements

Select Engagements



AWS Convergence Technologies, Inc.

Strategic Advisory



Bonsal Capital

Investment Advisory



Co-nect

Mergers & Acquisitions



Johns Hopkins University Talent Development High Schools

Strategic Advisory



Designs For Learning

Financial & Strategic Advisory



Education Entrepreneurs Fund

Private Placement & Investment Advisory



Modern Red Schoolhouse

Strategic Advisory



National Center for Accelerated Schools

Strategic Advisory



Pace Learning Systems

Financial & Strategic Advisory



Siboney Learning Group

Mergers & Acquisitions



ThinkLink Learning

Financial & Strategic Advisory



Total Education Solutions

Private Placement



TutorTrek

Strategic Advisory



Strategic Advisory