



# Annual Report 2018

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*NewKnowledge is a non-profit research institute working to empower change-makers with interdisciplinary social science research so they can create a society where all people live to their greatest potential in harmony with a thriving biosphere*



## 2018 & Looking Forward

Since our founding, NewKnowledge has focused on applying transdisciplinary social science to help organizations achieve their social good missions more effectively and efficiently. Whether we're helping to shape programming for refugees and immigrants, increase STEM and financial capability, or gin up support for conservation activities, our goal is to identify evidence-backed solutions that effect meaningful change first locally and then on a global scale.

In the process of doing our work, we've also discovered that our strategy is rather unique. By situating ourselves as collaborators as well as experts, we've demonstrated that strong democratic process can help nurture a better world. There is a great deal of public media energy devoted to the coarsening of public discourse and hand-wringing that this problem is worse than ever before. We disagree. We've proven that a nonpartisan research team can work as engaged partners to gather evidence together and reason through useful solutions. On the following pages, we've highlighted projects that show what this approach looks like in action. These projects illustrate how our initiatives transcend projects, draw on multiple areas of expertise, and put the results to work.

This past year was also a time for forward thinking. In 2018, we welcomed new expertise to our Board of Trustees, brought in a new full-time Chief Operating Officer, and our pillar leaders articulated how our projects connect to a larger vision of social change. We were recognized by the Institute of Museum and Library Services as an official support organization for the museum and library sector, and received our first direct funding from that agency. We also convened our full staff and board at a retreat to take stock of our work to date, the risks ahead, and chart a new strategy for our future.

We have seen that across all of our work, there is one trend that keeps us going. With apologies to Emily Dickinson, our

data has shown that hope is more than a thing with feathers. Hope is the rootstock of healthy communities – a shared resource that can be fostered, fed, and nurtured. Hope is the belief that valuing the contributions of each member of our society can make us more capable of facing the challenges ahead.

This annual report is not the story of our organization, but rather is the reflection on the story we share with all of our partners, a variety of paths that converge on a single vision of a world where all people can live to their fullest potential in harmony with a thriving biosphere. Our research with the American Library Association's Public Programs Office helped bring clarity to why we enjoy that work. Library program professionals from around the US reminded us that discovering our connections with others has value in itself.

As we reflected on our year, we saw that our ability to build integral, symbiotic relationships with partners is a hallmark of our success. Our commitment to one another is deeply rewarding. When our partners refer to us as part of their "we," we know we're on a path to success. Doing that work creates the right conditions for productive communal struggle, and that together, our answers get better.

We know that working on issues as complex as global social equity for girls or resilience for low-income coastal communities isn't easy. But focusing on the collective solutions of everyone involved in these concerns bolsters stability. After seven years, we are proud to count organizations who have been with us from the beginning as part of us. The financial reports show that we're stable and can pay our bills. The growing list of long-time partners using our work to make the world a better place is the real return on our investment.

Now that our roots are firmly established, just watch us grow together.





John Fraser, PhD AIA  
President & CEO

Joanna Brucker, Ed.M.  
Chief Operating Officer

Leonard Singh, MBA  
Chair, Board of Trustees

## Goal 1 | Be Critical Thinkers

*Challenge the status quo by analyzing, assessing, and reconstructing ideas about social challenges, turning them into actionable research questions. Through rigorous, self-aware, and flexible habits of mind, engage with the mechanisms that can produce social change solutions.*

NewKnowledge's mission is to uncover and promote the mechanisms that enable people to reach their potential. In 2018, we thought deeply about economic justice and systems that can support people's material ability to pursue productive and creative lives. We thought about how financial capability can lead to better personal choices and more stable economies. These musings translated into studies of financial capability in new populations as well as ways that public institutions contribute to economic flourishing.

Since 2007, the Financial Industry Regulatory Authority (FINRA) Investor Education Foundation and the American Library Association (ALA) have supported initiatives to increase library patrons' financial competency. From 2016-2018, NewKnowledge evaluated Thinking Money, a national traveling exhibition exploring financial topics for intergenerational audiences, with complementary programming created by host libraries. We found that Thinking Money enhanced patrons' understanding of everyday financial subjects, built public libraries' capacity to provide effective financial capability learning experiences for their communities, and advanced our understanding of reaching different population segments that use libraries. Based on the success of this initiative, we're working with the FINRA Foundation and ALA on an iteration of Thinking Money for children ages 7-11. Focusing on this age group will help families lay the foundation for healthy financial practices at a time when young people are forming lifelong habits.

In 2018, we continued our collaboration with PBS NewsHour focusing on its Making Sen\$e series, which reports on economic and financial issues to expand viewers' literacy in these topics. As a starting point, we ran a text analysis of online comments and video transcripts to better understand the range of topics the series covered. We found that nearly all stories fell into one of three overarching categories: Macroeconomics, Making Money, and Spending and Saving Money. Using those three categories, we are interviewing Making Sen\$e viewers in focus groups, and educators who use Making Sen\$e content in their classrooms to understand how public media formats influence financial capability.

With funding from the Institute of Museum and Library Services, we collaborated with the Association of Children's Museums and IMPLAN, a provider of economic impact data, to model the economic impact of children's museums. As economic drivers in their regions, children's museums support hundreds of jobs – including those in a variety of industries outside of the museum field. We released three reports showing how these institutions contribute over \$5.5 billion in economic activity to the US economy.





## Goal 2 | Develop Purposeful Partnerships

*Collaborate with change-makers who have the ability and potential to tackle deep societal issues. Partner with scholars whose ideas can help make that change possible.*

Partnership has always been at the center of our work. We cultivate collaborative relationships with organizations at the forefront of large-scale social and environmental issues; and we connect organizations with each other to cross-pollinate ideas and strategies. We also investigate how institutions partner with their communities and how these relationships contribute to community health and sustainability.

Our Biosphere pillar strategically supports institutional partnerships that advance social and ecological systems. This year, we became the evaluation partners of 10 Minute Walk, a national initiative to galvanize mayors to transform our cities and ensure that everyone in the US lives within a 10-minute walk of a high-quality park. The campaign is led by The Trust for Public Land, with support from partners National Recreation and Park Association and the Urban Land Institute. Such ready access to green spaces enables significant social, physical, emotional, and health benefits that come from close contact with nature. For the campaign, we are currently studying how the resources and communications developed by the partners are helping to foster an equitable park development process.

We recently completed a study of Children & Nature Network's Green Schoolyards for Healthy Communities initiative, which also supports more equitable access to green spaces. This initiative demonstrates the power of partnerships through two specific examples. First, local administrators, public officials, urban planners, and community residents collaborated to develop natural and built elements on schoolyards. Second, a multidisciplinary group of professionals worked to make green schoolyards a national priority. Our culturally responsive evaluation

framework was grounded in how equal partnership among diverse stakeholders are integral to authentically serve community needs. This enabled us to find indicators of successful working relationships, and ultimately led to a fruitful implementation of green schoolyards to improve communities' quality of life.

This year, we cultivated connections among our partners and initiatives. In our Culture Pillar, which looks at cultural institutions' roles in human thriving and how they can serve as vectors for advancing social good. Since 2014, NewKnowledge has collaborated with the ALA's Public Programs Office on the Libraries Transforming Communities (LTC) initiative. The earliest phase of that work, funded by the Bill & Melinda Gates Foundation, provided community engagement training in partnership with the Harwood Institute for Public Innovation. Later on, we introduced our LTC project partners to our work in climate resilience with the New England Aquarium. Connecting these partners has opened new avenues to holistic resiliency that integrate a community's aspirations with solutions to environmental risks. This project is linking human health, safety, and climate risks, and exploring how cultural institutions can cultivate trust.

Ultimately, these partnerships are vital to our internal culture. They help us leverage connections across our initiatives, and seeing these links makes our work better. Externally, collaboration ensures that we have clear roadmaps that use resources well. For example, in devising the logic model for 10 Minute Walk, we relied on multiple rounds of feedback from partners to define needs and deploy resources effectively to drive lasting change.

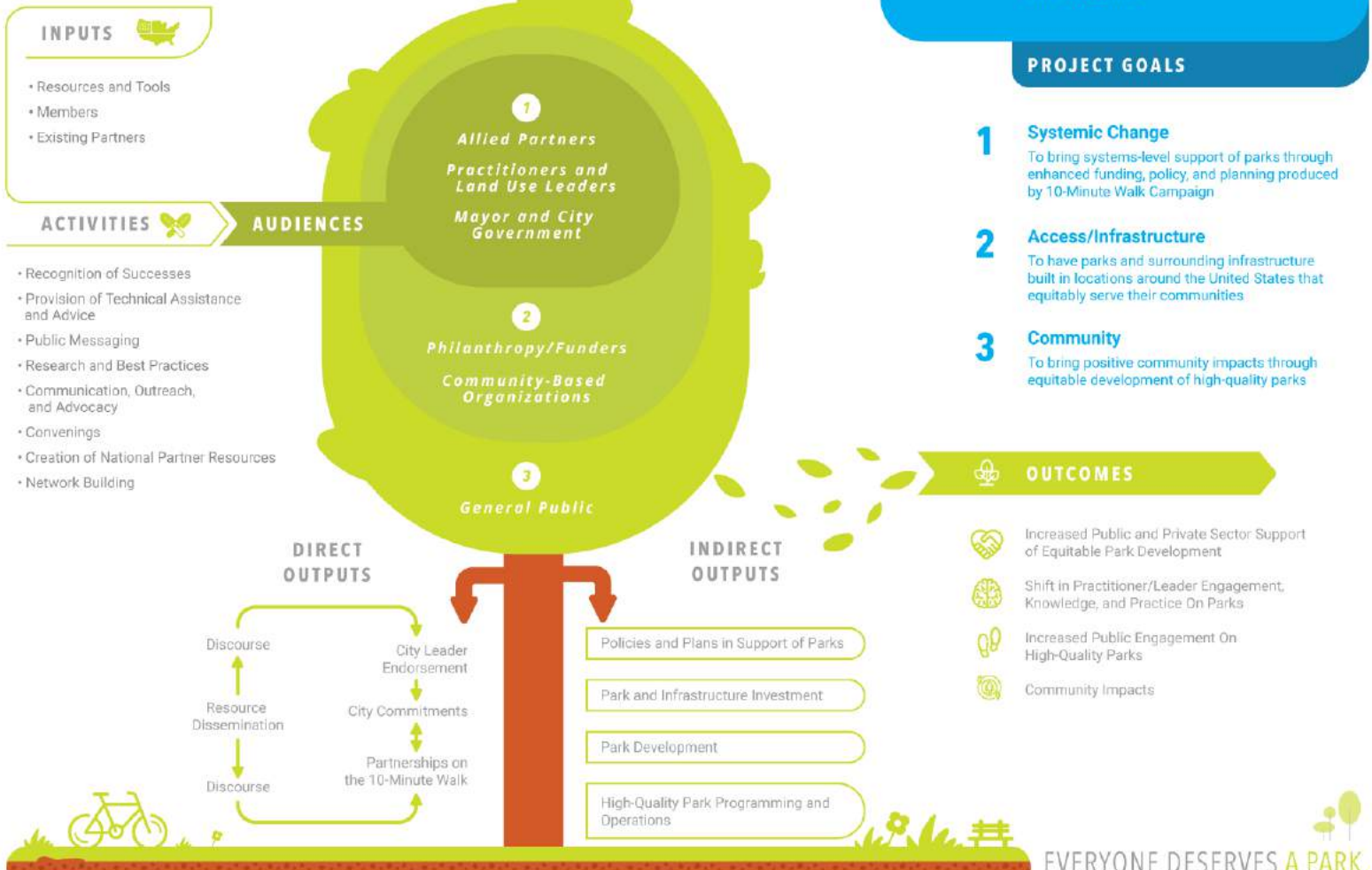


## ★ SUPER GOAL

Everyone has equitable access to a high-quality park within a 10-minute walk of home

### PROJECT GOALS

- 1 Systemic Change**  
To bring systems-level support of parks through enhanced funding, policy, and planning produced by 10-Minute Walk Campaign
- 2 Access/Infrastructure**  
To have parks and surrounding infrastructure built in locations around the United States that equitably serve their communities
- 3 Community**  
To bring positive community impacts through equitable development of high-quality parks



The initial logic model for the 10-Minute Walk Campaign, which we collaborated with Trust for Public Land, National Recreation and Park Association and Urban Land Institute to create.

Illustration & Design by Parth Soni.

## Goal 3 | Nurture Pluralism

*Invest in a pluralistic NewKnowledge community with broad academic, life, and work experiences that contribute diverse perspectives to the problems we explore. Support the personal and professional growth of our entire learning community.*

This year, we studied techniques that promote pluralistic voices in our learning community to ensure that diverse ideas, backgrounds, and perspectives are heard and respected. Across projects and trainings, we explored representation in media and storytelling, used theory to support collaboration, and propelled ourselves into dialogue with a variety of experts and professionals.

We partnered with the University of Colorado – Boulder to facilitate a science, art, and sustainability workshop held simultaneously at its campus and at Princeton University. The meeting was an excellent opportunity to explore how the emerging theory from our long-term StreamLines experiments in Indianapolis could promote productive dialogue. We learned previously that a lot of interdisciplinary work falls prey to a natural human tendency to acquiesce and diffuse tension through compromise. This desire to suppress difference, perhaps as a way to avoid tension, may conceal important epistemological differences. Our new process helped the founders of a support network identify three strategies that could migrate their history of science, art, and sustainability practice from one-time experiments into long-term collaboration. This community is now equipped to advance its own pluralist approach, using a process that acknowledges the centrality of making as their path to understanding.

In fall 2017, the Hispanic Information and Telecommunications Network (HITN) partnered with the Kings County District Attorney's Office Bureau of Youth Diversion and Initiatives and pro-social app developer DIYdoc to launch

#BKAmplify, a program to train pre-teens and teenagers to make brief documentaries about cyberbullying. The ultimate goal was to empower youth to change the narrative of bullying and redirect the spiral of violence. The route to accomplishing this objective involved bringing together people from different social groups, each with a distinct narrative around a common issue. Such pluralistic partnerships have enormous potential, as we found during concept testing of #BKAmplify. In particular, students became more aware of bullying and cyberbullying, gained storytelling and filmmaking skills, improved teamwork and collaboration, and created videos about bullying with greater representation of a variety of people and perspectives. Now benefitting from an ongoing relationship with the Police Athletic League, the program continues into 2019 as the HITN Digital Storytelling Initiative.

A NewKnowledge researcher attended the Radical Libraries, Museums, and Archives track of the Allied Media Conference in Detroit from June 14-17. The conference focused on how librarians, archivists, and curators work to disrupt structural inequality and reimagine libraries, archives, and museums as truly inclusive and liberating spaces. Conference sessions explored how to use collections, knowledge, programs, and services to support social justice work, empower the public, and amplify marginalized voices. This was a valuable opportunity to spend time in a pluralistic community with broad academic, life, and work experiences that contribute diverse perspectives to the issues we explore through our Culture Pillar efforts.





Our collaboration in Indianapolis laid the foundation for our work with people from different perspectives. Here, a poetry workshop meets in one of the art installations that explores science issues related to water.



## Goal 4 | Advance Public Discourse

*Be a trusted voice that shares clear, data-driven communications to help change-makers understand what they can and should do.*

We have been investigating the intersection of communities' needs, dialogue about wellness, and storytelling about this topic. Since our founding, we've collaborated with key cultural organizations in applications of theory to practice to help young people understand how to engage in health-protective behaviors. These intervention programs have focused on introduction to medical practice, diagnostic tools, and how early life choices can lead to health benefits in the long-term. Our projects equip young people to serve as change agents in their communities and are helping expand pathways for individuals pursuing STEM-related careers in future.

In 2018, we expanded our research around wellness to include a five-year partnership with The University of Arkansas for Medical Sciences and the Little Rock School District. Together, we are assessing the impact of a targeted program for ninth graders that is designed to help this group refine the ways they think about risk perception and behavioral choices they can make. It also seeks to familiarize this cohort with the breadth of STEM careers and develop resources for teaching STEM. By using hand-held ultrasound imaging and simulation tools, the program introduces STEM concepts interactively with an eye towards promoting positive beliefs and attitudes about STEM. Through a weeklong summer immersion camp focused on cardiovascular health, slated for 2019, participating students will receive further exposure to real-world applications of STEM.

Discover SCIENCE (a Scientific Creative Innovative Engaging New Cool Experience) with Dr. Bear® is a five-year program that provides out-of-school time activities that support academic enrichment and health literacy among children from kindergarten to fifth grade and their families. This project

exemplifies NewKnowledge's commitment to work with partners to advance discourse about community health, and to address pressing questions regarding the greatest health risks and ways of effectively educating the public about reducing or eliminating those risks. Discover SCIENCE with Dr. Bear® is an initiative of the Center for Translational Science at the Children's Research Institute within the Children's National Medical Center. The project is supported by numerous cross-sector partners including the District of Columbia Public Library system and the National Institutes of Health.

We continued our partnership with PBS NewsHour's Student Reporting Labs (SRL), which teaches middle- and high-school students to produce news stories from their perspective. Participants in SRL create news stories for their peers and a wider audience that are aired on local and national broadcasts. Health SRL focuses particularly on health issues of interest to teens, ensuring that their perspectives are heard and included in public discourse. In the 2017-2018 school year, teens reported on a device that keeps hospital patients from ripping out lines, dissolving surgical screws that don't require follow-up surgery, accessible technologies for individuals with learning disabilities, a youth-led organization that provides sex education, and many other innovations. As one student in the program put it, Health SRL "*gives us the opportunity to tell others, 'Hey, this is something that needs to be changed, needs to be talked about.'*"





A student participates in a SCIENCE with Dr. Bear® activity at Children's National Medical Center.  
Photo credit: Children's National Medical Center.

## Goal 5 | Cultivate Financial Stability

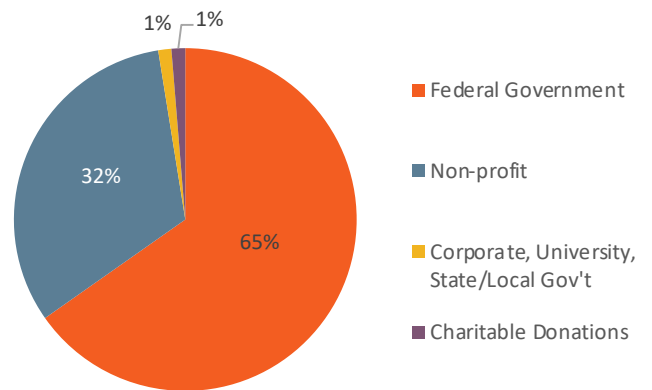
*Develop a stable, resilient funding scheme and work process able to ensure the longevity and sustainable fiscal health of the organization. Maintain ongoing vulnerability assessments, refine policies, and monitor growth strategies.*

At the end of our seventh year in operation, NewKnowledge has an established stable practice with consistent growth in our core service communities. With our two major direct grants from the Institute of Museum and Library Services and the National Science Foundation, we have clearly advanced into a leadership position directing research toward fulfilling our mission.

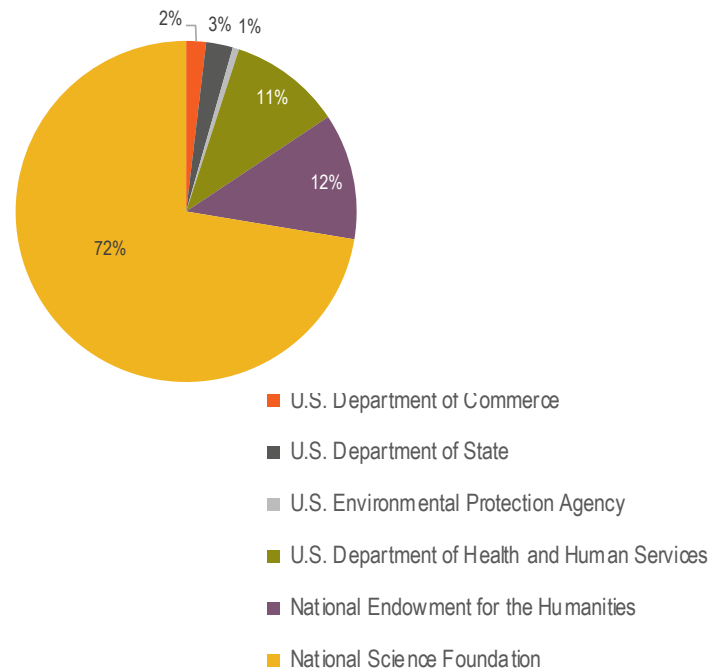
Given our substantial funding originating from the federal government, we have undergone our second consecutive single audit and have received a clean opinion on our fiscal health from our auditors every year since our founding. Our audit is available for inspection in the office, and our tax filings are publicly available for download on our website.

We continue to maintain the highest rating for financial management from Guidestar. While 2017 and 2018 saw a temporary rise in administrative costs due to our office relocation, these financial statements demonstrate that these were not permanent changes to our operating cost.

Our funding continues to be based on multi-year grant funding, creating a solid base that can allow us to pursue our mission. As we experience growth, donations help us continue to face society's grand challenges head on.



Sources of Revenue



Distribution of Federal Funding

## Statement of Financial Position

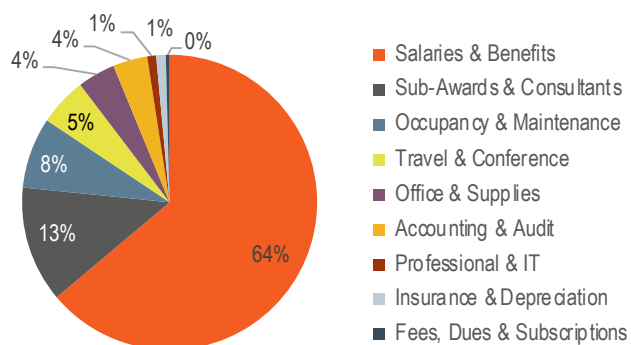
Year ended December 31, 2018, 2017, and 2016.

<b>Assets</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Cash	\$112,411	\$ 95,441	\$85,674
Contract service fees receivable	342,570	263,668	183,644
Prepaid expenses	7,557	11,240	5,963
Security deposit	24,670	24,375	15,000
Furniture, equipment & leasehold improvement	25,823	29,677	6,314
	<b>513,031</b>	<b>\$ 424,401</b>	<b>\$ 296,595</b>
<b>Liabilities and Net Assets</b>			
<b>Liabilities</b>			
Accounts payable and accrued expenses	\$ 86,879	\$ 93,055	\$ 50,597
Deferred rent expense	15,777	—	—
Loan payable	—	—	775
Unearned revenue	31,500	—	36,021
Total Liabilities	<b>\$ 134,156</b>	<b>\$ 93,055</b>	<b>\$ 87,393</b>
<b>Net Assets</b>			
Unrestricted	<b>\$ 378,875</b>	<b>\$ 331,346</b>	<b>209,202</b>
	<b>\$ 513,031</b>	<b>\$ 424,401</b>	<b>\$ 296,595</b>

## Statement of Activities

Year ended December 31, 2018, 2017, and 2016.

<b>Revenue and Support</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Contract service fees	\$ 1,439,637	\$ 1,420,941	\$ 1,171,520
Contributions in-kind	3,844	53,343	8,300
Contributions	15,198	29,347	13,876
Other income	10,607	11,647	65
<b>Total Revenue and Support</b>	<b>1,469,286</b>	<b>1,515,278</b>	<b>1,193,761</b>
<b>Expenses</b>			
Program Services	\$ 967,552	\$ 872,730	764,885
Supporting Services			
Management and general	374,860	448,861	255,572
Fundraising	79,345	71,543	62,820
<b>Total Supporting Services</b>	<b>425,205</b>	<b>520,404</b>	<b>318,392</b>
<b>Total Expenses</b>	<b>1,421,757</b>	<b>\$ 1,393,134</b>	<b>\$ 1,083,277</b>
Change in Net Assets	47,529	122,144	110,484
<b>Net Assets</b>			
Beginning of Year	331,346	209,202	98,718
End of Year	<b>\$ 378,875</b>	<b>\$ 331,346</b>	<b>\$209,202</b>



Distribution of Functional Expenses



## The 2018 NewKnowledge Team



### Staff

Nezam Ardalani, M.A., Researcher  
Julie Aromi, Intern  
Jena Barchas-Lichtenstein, Ph.D., Researcher  
Joanna Laursen Brucker, Ed.M., Chief Operating Officer  
Elizabeth Danter, Ph.D., Researcher  
Joseph de la Torre Dwyer, Ph.D., Researcher  
Jordan Hennix, Intern  
Ian Dougherty, CPA, Chief Financial Officer  
Martin Feuerstein-Mendik, Intern  
Shaun Field, M.A., Researcher  
Kate Flinger, M.A., Manager of Communications  
John Fraser, Ph.D., AIA, President & CEO  
Darcey Glasser, Intern  
Rupu Gupta, Ph.D., Researcher  
Olivia Killingsworth, Finance Team  
Nicole LaMarca, M.A., Researcher  
Kathryn Nock, B.S., Researcher  
Rebecca Norlander, Ph.D., Researcher  
Shelley Rank, M.A., Researcher  
Tawnya Fay Switzer, M.A., Writer  
Laura Tietjen, M.A., Researcher & Administrator  
John Voiklis, Ph.D., Researcher  
Konstantinos Voiklis, Intern

### Board of Trustees

Judith M. Koke, 2016 – 2018 Board Chair  
Leonard P. Singh, 2018 – 2020 Board Chair, 2018 Audit Committee Chair  
Carolyn Gray, Vice-Chair  
Jenna Hayes, J.D., Secretary  
Adam Wasserman, J.D., Treasurer 2018  
Paul Boyle, Ph.D., Director, Research Integrity Officer  
Julia Mair, Director  
Diana Polak Ph.D. Director  
Andrea Turner, J.D., Director  
John Fraser, Ph.D., AIA, President & CEO (*ex officio*)

### Research Fellows

James Danoff-Burg, Ph.D.  
Jen Dixon, J.D. MLS  
Ed Greene, Ph.D.  
Susan Hannah  
William Lynn, Ph.D.  
Kin Kong, Ph.D.  
Audrey Kremer, Ph.D.  
Kris Morrissey, Ph.D.  
Christopher Nuñez  
Brian J. Plankis, Ed.D  
Christina Shane-Simpson, M.A., Ph.D.  
Beverly K. Sheppard, M.A.  
Shelley Stern, LCSW, Ed.M.

## 2018 Collaborators & Partners

American Library Association – Public Programs Office  
American Alliance of Museums  
Appalachian Trail Conservancy  
Association of Children’s Museums  
Association of Zoos and Aquariums  
King’s County District Attorney’s Office  
Bill & Melinda Gates Foundation  
Brooklyn Historical Society  
Butler University – Center for Urban Ecology & Department of Dance  
Children & Nature Network  
Children’s National Medical Center  
Columbia University  
COSI Center for Research and Evaluation  
Devex  
DIYdoc  
Eagle County, CO  
EcoArts Connections  
Frameworks Institute  
FINRA Investor Education Foundation  
Garibay Group  
Girl Effect  
Girl Scouts of Greater New York  
Groundwork USA  
HabitatSeven  
Harwood Institute  
Hispanic Information Television Network (HITN)  
Hudson River Foundation  
Hudson River Park Trust  
IMPLAN  
Institute of Museum & Library Services  
Indiana University-Purdue University Indianapolis –Center for Urban Health  
Jackson Hole Wild  
John Wiley & Sons, Inc. / Curator: The Museum Journal  
Latino Outdoors  
Lamont-Doherty Earth Observatory  
Mary Miss Studio & City as Living Laboratory  
National Network for Ocean & Climate Change Interpretation  
National Parks Foundation  
National Wildlife Federation  
New England Aquarium  
New York Hall of Science  
New York State Department of Environmental Conservation  
Norman Lear Center, USC Annenberg School of Communication and Journalism  
Northeast Big Data Hub  
National Oceanic and Atmospheric Administration: Communication, Education and Engagement Division  
North American Association for Environmental Education  
Oregon Zoo  
Oregon State University - Center for Research on Lifelong STEM Learning  
Outdoor Afro  
PCI Media  
Pennsylvania State University  
Poets House  
Princeton University  
Prescott College  
Reconnecting to Our Waterways, Indianapolis  
Second Nature  
Student Conservation Association  
TERC – EdGE: Educational Gaming Environments Group  
The daVinci Pursuit  
The Kinetic Project  
The Mara Partners  
The Nature Conservancy  
UL (Underwriters Laboratories)  
UNICEF  
University of Colorado Boulder  
University of Arkansas for Medical Sciences  
University of Rhode Island  
Walking Mountains Science Center  
WETA / PBS NewsHour  
Wildlife Conservation Society  
W.K. Kellogg Foundation  
ZooTampa at Lowry Park

# Publications

## PEER-REVIEW & EDITORIAL PUBLICATIONS

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- Norlander, R., Anderson, J., Fraser, J., & Flinner, K. (2018). Collaborative tool and training design for social action, *Museums & Social Issues*, DOI: 10.1080/15596893.2018.1477389
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## SELECT REPORTS & PUBLICATIONS

- NIH.100.098: PBS Health Literacy
- Barchas-Lichtenstein, J. (2018). Topline Report: Antibiotics Story. NewKnowledge Publication #NIH.100.098.05. New York: New Knowledge Organization Ltd.
- Danter, L. & Barchas-Lichtenstein, J. (2018). Topline Report: PBS Health Flu. NewKnowledge Publication #NIH.100.098.06. New York: New Knowledge Organization Ltd.
- Fraser, J., Barchas-Lichtenstein, J., Danter, E., LaMarca, N., Switzer, T.F., Voiklis, J., & Field, S. (2018). PBS Health Literacy Y2 Final Report. NewKnowledge Publication #NIH.100.098.07. New York: New Knowledge Organization Ltd.
- Rank, S., Voiklis, J., & Barchas-Lichtenstein, J. (2018). Appendix: PBS Health Literacy Y2 Final Report. NewKnowledge Publication #NIH.100.098.07. New York: New Knowledge Organization Ltd.
- NSF.052.111: NNOCCI 2
- Stern, S., Stackpole, M., & Flinner, K. (2018). NNOCCI Community of Practice Interview Study Results. New Knowledge Publication #NSF.052.111.33. New York: New Knowledge Organization Ltd.
- Switzer, T.F., Fraser, J., & Flinner, K. (2018). NNOCCI Research: An Overview of Research Findings from the National Network for Ocean and Climate Change Interpretation. NewKnowledge Publication #NSF.052.111.34. New York: New Knowledge Organization Ltd.
- LaMarca, N., Flinner, K., & Nock, K. (2018). NNOCCI Expert Level Training Evaluation Report. NewKnowledge Publication #NSF.052.111.36. New York: New Knowledge Organization Ltd.
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