



2020

Annual Report

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Knology produces practical social science for a better world.

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Welcome

Knology was not immune to the 2020 COVID-19 pandemic crisis. As we write this introduction, we count ourselves fortunate that our organization, staff, Board, and fellows continued to survive (and even thrive), even though no one was left untouched by the tragedy. We began the year with a clear plan of growth across our portfolio. While we had to adjust and adapt as the pandemic progressed, we are grateful that with the hard work of our team, the perseverance of our partners, and the assistance provided by the government's PPP program, we have emerged from this past year well-positioned to continue our mission of producing practical social science for a better world.

In retrospect, it is notable how one of our studies of news media hinted at the severity of the looming pandemic. In February 2020, we analyzed hundreds of news stories for our Meaningful Math project with PBS NewsHour. Over one-fourth of the stories focused on COVID-19: the rapidly changing scientific information about the virus itself, its economic impacts across the globe, and case and death counts across multiple continents. The first wave of the pandemic in the United States found our entire team and the Board of Trustees in quarantine, engaged in emergency planning, and re-envisioning our projects. That planning and federal government support made survival possible. Our shift to remote work itself was relatively smooth because we had incorporated virtual collaboration into our practice for the past few years.

Many of our partners that provide direct public service were closed in early spring 2020. The crisis meant that more than half of our projects were restructured in a few weeks in early spring 2020, and some simply shelved or canceled. Thanks to our collaborative process, we found new ways to work with many of our partners to help them move forward and minimize all of our losses.

We would be remiss if we didn't draw attention to the Black Lives Matter movement that gained worldwide momentum in 2020. In addition to our own statement of solidarity with BLM issued by our Board, we gathered scholarly contributions on the significance of BLM in museums for the peer-reviewed journal we operate, supported interventions in the refugee crises, and worked to support a front-line team dealing with food security in Rwanda.

We could not have survived 2020 without the generosity of our donors. When the quarantine was announced, we had just completed upgrades to our New York office thanks to the generous gift of furniture from Skadden, Arps, Slate, Meagher & Flom LLP. Thanks to legal support teams including Proskauer Rose LLP and Davis Wright Tremaine

LLP, we ended the year with our intellectual property and trademarks secure, and a generous donation from GFP Real Estate ensured we could retain our New York office.

With viable vaccines being deployed as the year closed, we all look forward to a 2021 recovery, working alongside one another in person, sitting in new chairs and an upgraded office, and teaming up with our partners to make the post-pandemic world a better place.

-- Leonard Singh, MBA, Board Chair; John Fraser, PhD AIA, President & CEO; Joanna Laursen Brucker, Ed.M., Chief Operating Officer



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Critical Thinking

Use diverse perspectives to challenge the status quo and navigate the great social issues of our time.

Today's complex problems require a clear-sighted understanding of their root causes and smart, evidence-based solutions. To meet this need, Knology was created to use transdisciplinary research that draws on multiple perspectives to untangle problems. This year, we dug in and delivered on this promise by studying increasingly urgent social issues, from confidence in the news media, to institutions' approaches to identity, to the politics and potential for using statistics.

The Numbers in the News Initiative

How do audiences and journalists understand and use statistics? With funding from the National Science Foundation, we're working with the PBS NewsHour to study how people think about numbers in news stories, and whether different ways of reporting on numbers improve public understanding of statistics. This research will give us insight into trustworthiness of the news and what this means for critical issues like public health. [Read about Numbers in the News >>](#)

Emerging Research on Identity & Museums

With funding from the Institute of Museum and Library Services, we led a project called Emerging Research on Identity & Museums. Our team examined graduate-level research to reveal how museums are addressing identity across the U.S. We also led the first-ever [Curator-Knology Writing Scholars Workshop](#), a professional development program for emerging museum professionals. This project points to opportunities for expanding on identity for museum practice and publishing alike. [Read about Identity & Museums >>](#)

Who Counts? The Politics of COVID-19 Data

Statistics are often used to demonstrate authority and objectivity. But studies have shown that using numbers always involves subjectivity. When politicians use statistics, there are very real consequences. Researcher Jena Barchas-Lichtenstein makes the case for new investigations of how numbers speak, and for whom. [Read about the Politics of COVID-19 Data >>](#)



Inform & Shape Action

Equip leaders with social science research for evidence-based decisions and meaningful action.

At Knology, we produce social science research that is practical. We want leaders in government, business, non-profits, and philanthropy to have actionable research that can make the difference in their programs. To accomplish this goal, we publish open-access, approachable stories to guide decision-making. We are also committed to research transparency through our archives, National Science Digital Library, and other public databases. This year, our work helped shape science learning, news media, and libraries.

Building the Case for Trust and STEM Learning in Zoos & Aquariums

With funding from the National Science Foundation, Knology and partners studied the STEM learning ecology and where zoos and aquariums fit into the landscape. We won an award in the 2020 STEM for All Video Showcase for a 3-minute film about our findings. [Watch the Video >>](#) We also explored the criteria people use when deciding to trust science learning institutions, like zoos and aquariums, science centers, and more. This new study, published in Zoo Biology, explains select segments of the public and how organizations can build trust with each group. [Read the Criteria for Trust Study >>](#)

News Behavior & COVID-19 Prevention

Where do people get information about the pandemic? Do they follow guidelines from health professionals? What about institutions? Knology researchers surveyed the US public to better understand attitudes towards COVID-19 and infection prevention behaviors. This National Science Foundation-funded research starts to uncover the paths that people follow from news stories to health and safety habits. [Read about News Behavior & COVID-19 >>](#)

A New Framework for Public Programs in Libraries & Identifying the Skills Needed for this Work

In collaboration with the American Library Association and thousands of library workers across the country, we developed a new framework that captures the types of public programs in libraries. This consensus-driven framework was funded in part by the Institute for Museum and Library Services. The project is an important step toward understanding the impact of public programs -- a key service of libraries across the US. [Read about the New Framework for Public Programs >>](#) We also studied new ways to understand the unique set of skills needed by library public program professionals. The value? Universities and training programs can prepare professionals for this critical work. [Read about the Skills & Competencies Study >>](#)



Embody DEAI

Strive to integrate principles and practices of diversity, equity, access, and inclusion.

Ethics and justice are the foundations of Knology's research. Our dedication to diversity, equity, access, and inclusion can be found on the Ethics page of our website. As an organization, we recognize that this will be an ongoing and vital pursuit that will empower our partners, colleagues, and team members. In 2020, we continued to strengthen these principles across our projects and our institutional commitments.

Black Lives Matter

As protests of racism took hold throughout the United States and the world in 2020, Knology reflected on how our team could address injustices. Our Board and staff released a statement condemning racist violence and oppression. This statement directed attention to the history of suppressing the voices of Black and African American scholars in the social sciences. We created a living resource list for scholars studying these issues and anti-racist scholarly practices. [Read the BLM Statement & Resource List >>](#)

Education in the Pandemic & Computational Thinking

With funding from the Department of Education, we led an interview study of educators across the country to understand the uncertainties facing teachers, students, and families as the pandemic continued to unfold throughout 2020. This white paper explains the trade-offs required in pandemic-era education and the opportunities to invest in equity for all stakeholders. Looking for solutions to some of the most complex issues, we are part of a team led by TERC that is exploring the potential of a methodology called computational thinking. [Read about the Education in the Pandemic Research >>](#)

The Potential of an Inclusive Environmental Movement

Research has shown that the environmental movement has a history of exclusion. Our researchers asked, what would an inclusive and equitable movement look like? And, equally important, what could it accomplish? We outlined our vision for a research plan that could help us find the answers to these important questions. [Read the Plan for an Inclusive Environmental Movement >>](#)



Strengthen Alliances

Invest in people and organizations working toward a common good.

At Knology, we embrace and promote alliances that expand notions of the possibilities for solving complex social issues. Oftentimes, these partnerships are unusual -- by tapping into the expertise of diverse organizations and thinkers, we're able to shift the needle on intractable problems. In 2020, we kept up this tradition with our partners, funders, and among our team members. These stories capture the power of alliances that bring together good ideas and people, especially during times of crisis.

Designing a Research-Driven Award Competition

Our exploratory research and gap analysis led to the first-of-its-kind UL Innovative Education Award competition for nonprofits. This initiative was born out of a partnership between Underwriters Laboratories, an international safety science organization, an environmental education association, and our social science think tank. This paper details the journey of this unusual collaboration, with takeaways for foundation leaders and corporate social responsibility professionals. [Read about the Alliance behind the UL Innovative Education Award >>](#)

Who Gets to Be an Inventor?

We teamed up with The Lemelson Foundation and PBS NewsHour to study stereotypes about inventors. A nationwide survey showed that people have persistent stereotypes about inventors' dress and style, how they work, their work environment, income, and who they are. This study has implications for journalists who cover innovation and discovery. [Read about Research on Inventors & Stereotypes >>](#)

Research Fellows: Systems that Work for Societies & Early Care to Reduce Health Care Costs

Research Fellows are a vital part of Knology's team of experts. Erwin de Leon published on the ways that the pandemic and BLM protests underscored the importance of people who were previously invisible in U.S. systems, especially immigrant communities. He advocated for further study of the network of institutions that support these groups, to understand and improve the systems that can enable people to flourish in this country. [Read Erwin de Leon's Article >>](#) Ed Greene and colleagues also published a white paper advocating for investment in early care and education for children. This work showed how proactive policy and spending can lower healthcare costs across the lifespan, with the opportunity to increase equity especially for low income families. [Read Ed Greene and Colleagues' Paper >>](#)



Refine Our Model

Cultivate our collaborative philosophy to make our model resilient and replicable.

Knology's model is unconventional: we think applied research can be dynamic in a shifting landscape, customized to the context, and independently minded. This model gave partners, funders, and our own organization the flexibility to navigate the tumult of 2020. We feature three types of applied research that excelled this year: a research partnership that improved a professional association's capacity to use data, a localized initiative in Los Angeles, and a federally funded research project with a news organization.

How a Research Partnership Informs the Work of a Sector

In collaboration with the Association of Children's Museums, Knology publishes ACM Trends Reports, a research-focused publication series for museum professionals. Since 2016, the Trends Reports series has helped this field identify patterns in their sector and plan for large-scale shifts. In 2020, we studied the impacts of the pandemic on the museum field and provided essential analysis through the Trends Reports. Overall, this initiative shows how professional associations can leverage research for collective work toward a mission. [Read about the ACM Trends Research Series >>](#)

A Strategic Approach for Greening Urban Neighborhoods

When it comes to resilience, programs and planning must take a holistic approach. These considerations should include environmental, social, municipal, and equity elements, among others. In 2020, we partnered with Los Angeles-based City Plants to explore what an on-the-ground resilience strategy can be. [Read about the Greening Urban Neighborhoods Project >>](#)

Changing Media Practices & the Future of STEM Journalism

In partnership with the science reporting team at PBS NewsHour, we studied how early career adults interact with news about science, technology, engineering, and math. The study revealed that early career adults are skilled at navigating media platforms and finding news content that interests them. This National Science Foundation-funded research highlights the ways news media organizations can structure stories to reach this audience. [Read about Changing Media Practices Research >>](#)



Financial Stability

The onset of the pandemic in the US in March 2020 found nearly half of our work suspended, accompanied by a vast round of staff furloughs among our valued partners, as well as the loss of participants and programs we were studying. But the Knology team was resilient, leveraging the techniques and technologies we developed for remote work prior to the pandemic.

Knology successfully navigated the initial financial turmoil of March 2020. Thanks to the efficient work of our Board of Trustees' Finance Committee and our finance team, we secured a CARES Act Paycheck Protection Program loan to support a return to full time work within a month of the shut down. Our team also secured funding to research public understanding about the pandemic, using our skills to help in the crisis.

As a result of some very nimble work by our staff and supporters, we were also able to rethink our work plans for a new reality, ending 2020 in a sound fiscal position, ready to take on the next wave of financial challenges in the coming years. These final numbers do not reflect the terrifying ups and downs of spring 2020, but the result demonstrates that our organization remains financially stable and has the staff skills and capacity to weather the most violent of tempests to rock our economy.

Statement of Financial Position

	2020	2019	2018
Assets			
Cash and cash equivalent	\$ 586,981	\$ 605,802	\$ 112,411
Contract Service Fees Receivable	299,665	327,662	342,570
Prepaid expenses	14,892	1,885	7,557
Security deposit	24,670	24,670	24,670
Furniture, equipment and leasehold improvements, net	<u>41,791</u>	<u>37,419</u>	<u>25,823</u>
	967,999	997,438	513,031
<hr/>			
Liabilities and Net Assets			
Liabilities			
Accounts payable and accrued expenses	107,151	121,898	86,879
Loan payable	193,617	-	-
Deferred rent	15,225	28,267	15,777
Unearned revenue	316,094	494,454	31,500
Total Liabilities	632,087	644,619	134,156
Net Assets			
Without donor restrictions	335,912	352,819	378,875
	967,999	997,438	513,031

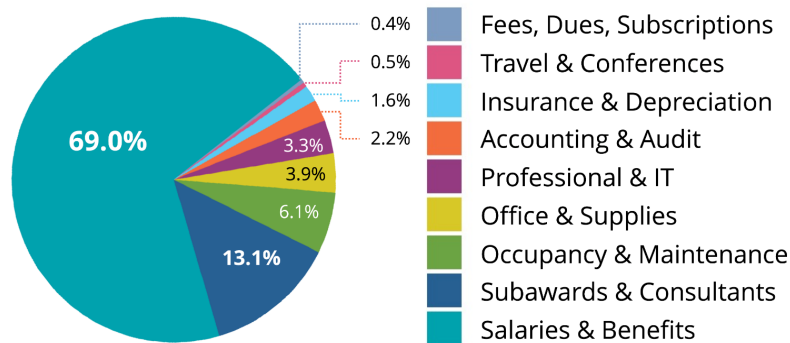
Statement of Activity

	2020	2019	2018
Revenue and Support			
Contract service feeds	\$ 1,493,279	\$ 1,487,980	\$ 1,439,637
Contributions in-kind	95,439	64,284	3,844
Contributions	24,540	22,270	15,198
Other income	4,808	13,941	10,607
Total Revenue and Support	1,618,066	1,588,475	1,469,286
Expenses			
Program services	1,006,358	1,026,844	967,552
Supporting Services			
Management & General	519,971	475,607	374,860
Fundraising	108,644	112,080	79,345
Total Supporting Services	<u>628,615</u>	<u>587,687</u>	<u>454,205</u>
Total Expenses	1,634,973	1,614,531	1,421,757
Change in Net Assets	(16,907)	(26,056)	47,529
Net Assets without Donor Restrictions			
Being of Year	352,819	378,875	331,346
End of Year	\$ 335,912	\$ 352,819	\$ 378,875

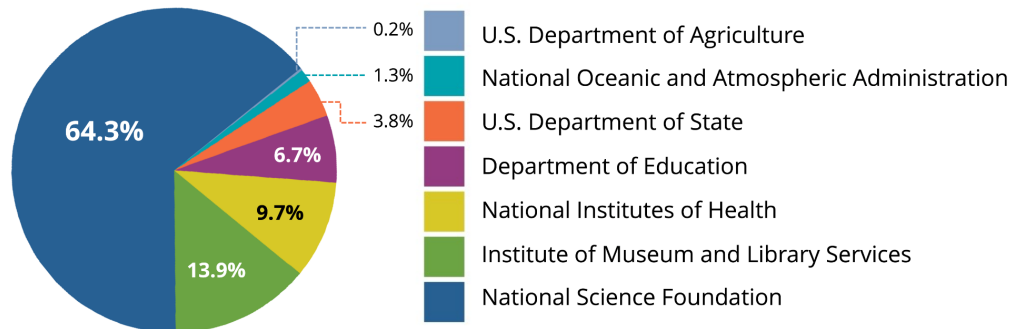
Statement of Cash Flows

	2020	2019	2018
Cash Flows from Operating Activities			
Changes in net assets	\$ (16,907)	\$ (26,056)	\$ 47,529
Adjustments to reconcile change in net assets to net cash from operating activities			
Depreciation and amortization	17,254	8,235	6,906
Deferred rent	(13,042)	12,490	15,777
Changes in operating assets and liabilities			(78,902)
Contract service fees receivable	27,997	14,908	3,683
Prepaid expenses	(13,007)	5,672	(295)
Accounts payable and accrued expenses	(14,747)	35,019	(6,176)
Unearned revenue	(178,360)	462,954	31,500
Net Cash from Operating Activities	(190,812)	513,222	20,022
Cash Flows From Investing Activities			
Purchase of equipment	(21,626)	(19,831)	(3,052)
Cash Flows From Financing Activities			
Proceeds from loan payable	193,617	-	-
Net Change in Cash and Cash Equivalents	18,821	493,391	16,970
Cash and Cash Equivalents			
Beginning of Year	605,802	112,411	95,441
End of Year	\$ 586,981	\$ 605,802	\$ 112,411

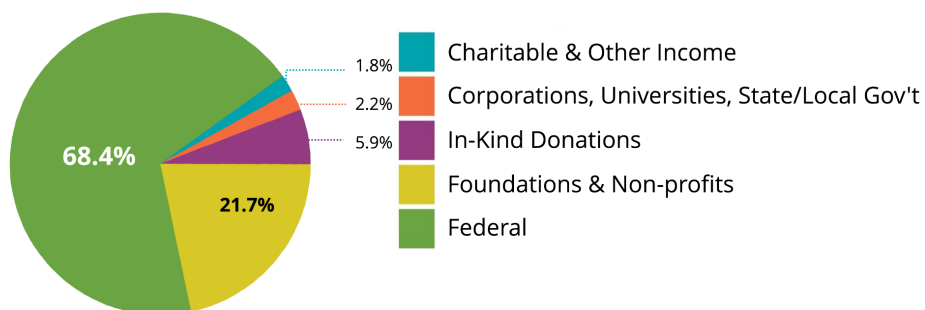
Distribution of Functional Expenses



Distribution of Federal Funding



Sources of Revenue





2020 Knology Team

Staff

Elizabeth Attaway, B.S., Researcher
Nezam Ardalán, M.A., Researcher
Jena Barchas-Lichtenstein, Ph.D., Researcher
Joanna Laursen Brucker, Ed.M., Chief Operating Officer
Joseph de la Torre Dwyer, Ph.D., Researcher
Ian Dougherty, CPA, Chief Financial Officer
Shaun Field, M.A., Researcher
Kate Flinger, M.A., Manager of Communications
John Fraser, Ph.D., AIA, President & CEO
Rupu Gupta, Ph.D., Researcher
Shivani Ishwar, Intern
Olivia Killingsworth, Finance Team
Nicole LaMarca, M.A., Researcher
Dylan Moore, Intern
Maita Navarro, Intern
Kathryn Nock, B.S., Researcher
Rebecca Norlander, Ph.D., Researcher
Uduak Grace Thomas, M.A., Writer
Laura Tietjen, M.A., Researcher & Administrator
John Voiklis, Ph.D., Researcher
Konstantinos Voiklis, Intern

Board of Trustees

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Julia Mair, Director
Manoj Panjwani, Director
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Suzanne Salomon, Director
John Fraser, Ph.D., AIA, President & CEO (*ex officio*)

Research Fellows

Jennifer Dixon, J.D., MSLIS
Ed Greene, Ph.D.
Erwin de Leon, Ph.D.
Heather Lerner, Ph.D.
Susan Hannah
William Lynn, Ph.D.
Kin Kong, Ph.D.
Kris Morrissey, Ph.D.
Brian J. Plankis, Ed.D
Christina Shane-Simpson, M.A., Ph.D.
Beverly K. Sheppard, M.A.
Sarah Sutton, M.A.
Shelley Stern, LCSW, Ed.M.



2020 Publications

Peer Reviewed

- Barchas-Lichtenstein, J., Norlander, R. J., Fraser, J., Fournier, M. D., Voiklis, J., Nock, K., & Danter, E. (2020). Categorizing library public programs. *The Library Quarterly*, 90(4): 563-579. <https://doi.org/10.1086/710259>
- Dwyer, J. T., Fraser, J., Voiklis, J., & Thomas, U. G. (2020). Individual-Level Variability Among Trust Criteria Relevant to Zoos and Aquariums. *Zoo Biology*. 39(5), 297-303. <https://doi.org/10.1002/zoo.21562>
- Gupta, R., Voiklis, J., Rank, S. J., Dwyer, J. T., Fraser, J., Flinner, K. & Nock, K. (2020) Public perceptions of the STEM learning ecology – perspectives from a national sample in the US. *International Journal of Science Education*, Part B. <https://doi.org/10.1080/21548455.2020.1719291>
- Raclaw, J., Barchas-Lichtenstein, J., and Bajuniemi, A. (2020). Online surveys as discourse context: Response practices and recipient design. *Discourse, Context, and Media*. 38. <https://doi.org/10.1016/j.dcm.2020.100441>
- Spitzer, W. & Fraser, J. (2020). Advancing Community Science Literacy. *Journal of Museum Education*, 45(1), 5-15. <https://doi.org/10.1080/10598650.2020.1720403>

Editorials

- Fraser, J. (2020). A Time of Reckoning. *Curator: The Museum Journal*, 63(4), 479-481.
- Fraser, J. (2020). Museum priorities. *Curator: The Museum Journal*, 63(2), 166-166.
- Fraser, J., (2020). Advancing diversity, access, equity and inclusion. *Curator: The Museum Journal*, 63(1), 5-9.
- Fraser, J., Coleman, L-E. & Bennett, B. (2020) Neutrality is not an option. *Curator: The Museum Journal*, 63(3), 295-298.

Publications for Professionals

NPO490: The 10-Minute Walk Campaign

Knology, The Trust for Public Land, Urban Land Institute, & National Recreation and Park Association. (2020). 10-Minute Walk Campaign: Monitoring & Evaluation Framework. Knology Publication #NPO.166.497.01. Knology.

Knology, The Trust for Public Land, Urban Land Institute, & National Recreation and Park Association. (2020). Monitoring & Evaluation Toolkit. Knology Publication #NPO.166.497.01-A. Knology.

NSF414: A2A EcoArts

Fraser, J., & Ardalan, N. (2020). Reflections on Science, Art, and Sustainability. Knology Publication #NSF.156.414.03. Knology.

IML568: ACM Trends Reports Series

The Association of Children's Museums & Knology. (2020). Museums in a Pandemic: Snapshot of Impacts. ACM Trends 4(1). Knology & Association of Children's Museums.

Flinner, K., Voiklis, J., Field, S., Attaway, E., Gupta, R., & Fraser, J. (2020). Museums in a Pandemic: Financial Impacts. ACM Trends 4(2). Knology & Association of Children's Museums.

Flinner, K., Voiklis, J., Field, S., Attaway, E., Gupta, R., & Fraser, J. (2020). Museums in a Pandemic: Workforce Impacts. ACM Trends 4(3). Knology & Association of Children's Museums

Flinner, K., Voiklis, J., Field, S., Attaway, E., Gupta, R., Fraser, J., & ACM Staff. (2020). Museums in a Pandemic: Association of Children's Museums. Impacts for Audiences & Partners. ACM Trends 4(4). Knology & Association of Children's Museums.

The Association of Children's Museums & Knology. (2020). Museums in a Pandemic: Snapshot of Impacts in Fall 2020. ACM Trends 4(5). Knology & The Association of Children's Museums.

Flinner, K., Voiklis, J., Field, S., Attaway, E., Gupta, R., Fraser, J., Thomas, U.G., & ACM Staff (2020). Museums in a Pandemic: Audience Experiences. ACM Trends 4(6). Knology & Association of Children's Museums.

NIH486: ArkanSONO

Norlander, R., Ardalan, N., & Flinner, K. (2020). Time for Camp! A Summer Student Experience. #NIH.170.486.02. Knology.

Field, S., Attaway, E., Thomas, U. G., Norlander, R. J., Dwyer, J.T., Nock, K., & Ardalan, N. (2020). ArkanSONO Year 2 Evaluation. Knology Publication #NIH.170.486.03. Knology.

Field, S., Attaway, A., Dwyer, J.T., Nock, K., Ardalan, N., & Norlander, R. J. (2020). ArkanSONO Year 2 Evaluation Report Appendix. Knology Publication #NIH.170.486.03-A. Knology.

NPO672: Brooklyn Connections

Voiklis, J., Attaway, A., Norlander, R.J., & Ardalan, N. (2020). Brooklyn Connections: Analysis of 2012-13 to 2018-19 Data Looking Back to Plan Ahead. Knology Publication # NPO.186.674.01. Knology.

Norlander, R.J., Voiklis, J., Brucker, J.L., Attaway, E., Nock, K., Gupta, G. (2020). Understanding Program Impact & Preparing for Remote Learning. Knology Publication #186.674.02. Knology.

NSF432: CodePlay

Barchas-Lichtenstein, J., Brucker, J.L., Attaway, E., & Tietjen, L. (2020). CodePlay Final Process Evaluation Report. Knology Publication #NSF.051.432.04. Knology.

IML707: Competencies Training for Library Workers

Barchas-Lichtenstein, J., Nock, K., & Norlander, R. J. (2020). What Do We Know So Far: A review of library degree coursework and professional development opportunities. Knology Publication #IML.074.707.01. American Library Association.

GOV488: Community Partnership for Resilience, Communities Advancing Science Literacy, & Capacity-building for Youth Civic Leadership for Issues in Science & Society

Gupta, R., LaMarca, N., Nock, K., Ardalan, N., Flinner, K. (2020). Climate Resiliency & Communities. Knology Publication #GOV.052.488.04. Knology.

LaMarca, N. (2020). Climate Resilience & Communities: Appendix. Knology Publication #GOV.052.488.04-A1. Knology.

NIH140: Discover SCIENCE with Dr. Bear

Norlander, R. J., Ardalan, N., Field, S., Fraser, J., & Barchas-Lichtenstein, J. (2020). Discover SCIENCE with Dr. Bear®: Looking to the Future. Knology Publication #NIH.090.140.06. Knology.

Field, S., Ardalan, N., Thomas, U. G., & Norlander, R. J. (2020). Discover SCIENCE with Dr. Bear® - Website Insights and Recommendations. Knology Publication #NIH.090.140.07. Knology.

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NPO673: Workshop with Empatico

Thomas, U. G., Voiklis, J., Nock, K., Dixon, J., Fraser, J., Brucker, J. L., & Norlander, R. J. (2020). A Review of Literature on Virtual Exchanges. Knology Publication # NPO.184.673.01. Knology.

NSF183: Experiments in Transmedia

Fraser, J. & Griffin, J. (2020). Negotiating New Media for Science Journalism and Early Career Adults. Knology Publication #NSF.100.183.09. Knology.

PBS NewsHour: Health Literacy & Experiments in Transmedia

Knology. (2020). News Relevance Data Set. [Data file and code book]. Retrieved from <https://bit.ly/3j2gwfk>.

NIH098: PBS NewsHour: Health Literacy

Barchas-Lichtenstein, J., Voiklis, J., LaMarca, N., Thomas, U. G., Attaway, E., Fraser, J., Nock, K. (2020). PBS NewsHour Health Literacy Year 4 Evaluation Report. Knology Publication #NIH.100.098.10. Knology.

DOS596: Global Media Makers, Year 4

Barchas-Lichtenstein, J., Brucker, J. L., Ardalán, N., Nock, K., Voiklis, J., & Thomas, U. G. (2019). Y4 Fellow Residency Interviews & Host Site Surveys. Knology Publication #DOS.172.596.02. Knology.

Barchas-Lichtenstein, J., Brucker, J. L., Ardalán, N., Nock, K., Voiklis, J., & Thomas, U. G. (2020). Y4 Fellow Residency Interviews, Host Site Surveys, & Mentor Interviews. Knology Publication #DOS.172.596.03. Knology.

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DOS613: Global Media Makers Year 5

Barchas-Lichtenstein, J., Brucker, J. L., Ardalán, N. (2020). Y5 Evaluation Launch Report. Knology Publication #DOS.172.613.01. Knology.

Barchas-Lichtenstein, J., Nock, K., Brucker, J. L., & Ardalán, N. (2020). Y5 Screenplay Development Residency. Knology Publication #DOS.172.613.02. Knology.

NSF648: Harnessing the Data Revolution

Voiklis, J., Attaway, E., Norlander, R. J., Gupta, R., Brucker, J. L., & Fraser J. (2020). Topline Report: HDR Stakeholder Survey. Knology Publication #NSF.159.648.01. Knology.

Norlander, R. (2020). Key Themes: Supporting Data Science Research. Knology Publication #NSF.159.648.02. Knology.

Norlander, R. J., Voiklis, J., Attaway, E., Gupta, R., Brucker, J. L., Fraser J. & Thomas U. G. (2020). Advancing Data Science Research: An Integrated Analysis. Knology Publication #NSF.159.648.03. Knology.

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