



Annual Report 2015

new
knowledge.org



We work to promote a strong democracy that supports all people in living to their greatest potential in harmony with a thriving biosphere.

Cover Photo: Photographer self-portrait embedded within the installation Eminent Domain, by artists Liesbeth Bik and Jos van der Pol at The Power Plant, Toronto 2015. The installation of words list endangered species currently recognized by IUCN, yet generally unnoticed as conditions of a globalized economy.

All photos © NewKnowledge or as noted. NewKnowledge acknowledges PBS NewsHour Student Reporting Labs, Judy Wyman Kelly, Cafeteria Culture, and Vindy for photographs. Photos were not edited.

A Note from the Board Chairs

REFLECTING ON FOUR YEARS

Every year we see a higher priority set on the gathering of data – longitudinal data, metadata crunched from past studies, and current metrics. In some fields, the goal of analyzing this hard data is to make good programs better or more efficient. In other fields, the objective is to determine the best target for additional research or to cut back investments in efforts that do not show promise.



Marilyn Hoyt
2012 – 2015 Board Chair

In recent years, priority has also grown around identifying and tracking soft data. How do people value the services they receive? How do they experience information in media on major societal issues like health, education or climate change?

There is growing recognition that both hard and soft data must be assembled in order to yield information that is actionable. NewKnowledge is one of a handful of social research and evaluation organizations worldwide with both data crunching capacity and deep social science capacity. This year sees us working with corporations, government agencies at the federal and state levels, universities, cultural and environmental organizations, media, and libraries.

At the end of our fourth year, we are receiving increased requests to share our approach and the outcomes of projects at the national and international level. This is a welcome trend. We, like many of our partners, place a high priority on supporting positive change through the communication of our findings. And what partners! Take a look at page 15 to see the extraordinary colleagues and agencies with whom NewKnowledge is generating strong work, and page 14 to see our thoughtful Board, as well as our skilled and deeply committed staff and fellows (plus a couple of kindly canine office assistants).

Our thanks to all who engaged with and supported this important work across the arc of 2015. After four years as the founding chair, I can say with confidence that the organization is living up to its vision of helping all people reach their full potential in harmony with a thriving biosphere. I am pleased to hand over the position to Judy Koke, another of our founding board, knowing that we have built something that's needed in our society.

It is a privilege to do work that makes a difference.

Marilyn Hoyt, Chair, Board of Trustees

A NOTE FROM THE INCOMING CHAIR

As I read this report and marveled at all that has been accomplished in our fourth year, I also felt it necessary to mention how deeply thankful and indebted we are to Marilyn Hoyt for her leadership and wisdom as the founding Board Chair. Marilyn has invested a great deal in helping shape a vibrant organization and helped shape an incredibly supportive Board of Trustees reflecting the range of interests now being pursued by staff. I am honored to assume the position of Board Chair moving into our fifth year, and look forward to the continued excellent and compelling research we have all learned to expect from NewKnowledge.



Judith Koke
2016 – 2018 Board Chair

Judith Koke, Treasurer and Incoming Chair, Board of Trustees

A Word from the President & CEO

Too often, change-makers have an impassioned desire to implement a new world in their own vision, but seldom have an arm's length view of their capacities and skills, nor grounding in theories of social change that can help them achieve their goals.

Four years ago, our founders imagined NewKnowledge as a new type of non-profit that draws from across the social sciences to support positive social change as the solution to this problem. They set forth a strategic plan that broke from the ranks of advocacy or social service organizations in our sector by claiming we could support democratic change makers with good thinking that is well-placed and well-timed. They suggested through our strategic plan that if we commit to principles of pluralism and critical thinking, we would become an essential partner to many of the organizations seeking to make the world a better place. It's hard to believe that in just four years, we can confidently say we're fulfilling that dream.

At the closing of 2015, we can now see that our new model for a non-profit is achieving that vision at a scale and speed we did not anticipate. In the past year, we moved beyond being a feisty upstart by putting down roots at home in New York and in our new California frontier, bringing our critical thinking skills to some of the world's most protracted challenges. And we did so in partnership with leading organizations that have the capacity to make that change happen.

We saw a substantial growth in support from the non-profit sector, distributing our funding base more widely and becoming less reliant on federal funding. We worked to stabilize our core team of researchers, inviting a new class of Research Fellows and junior staff who share our vision while developing more refined project processes and procedures. It is a source of pride that our partners, from long term colleagues like TERC, NAAEE, or the New England Aquarium, to our new partners at PBS NewsHour, National Geographic Society, and Amnesty International consider us to be a best-in-class think tank who can help them increase their effectiveness and efficiency.

On the following pages, you will see a cross-section of the fruits of our labor and the reason I can be so proud of how we're facing society's grand challenges head on.



Dr. Fraser and British Clinical Psychologist Dr. Joanna Wise, co-presenters on environmental change and emotional wellbeing at the International Association of Law and Mental Health Congress at Sigmund Freud University, Vienna, July 2015.

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Goal 1 | Project Development

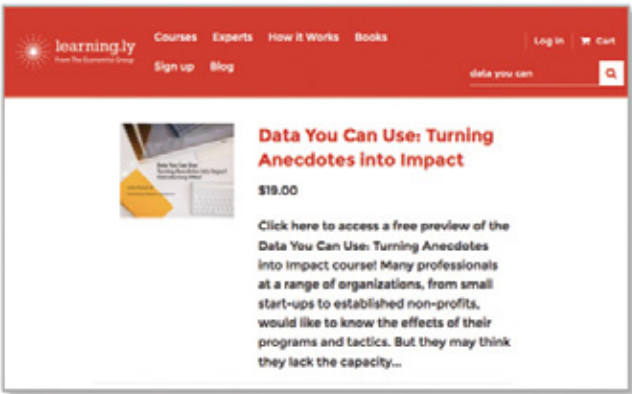
Seek out and develop projects to address societal problems that impede cultural advancement and are considered so large and persistent as to be insoluble.

In the fourth year since our founding, we continued to achieve success in our Vision and in all four of the pillars: wellness, biosphere, media, and culture. In our effort to diversify funding sources, we've increased our non-federal funding to nearly 43% of our overall funding, up from 23% in the previous year. This milestone is the result of a growing portfolio of active projects, particularly multi-year projects. Over the course of 2015, we worked on 42 projects, with 22 part of multi-year efforts.

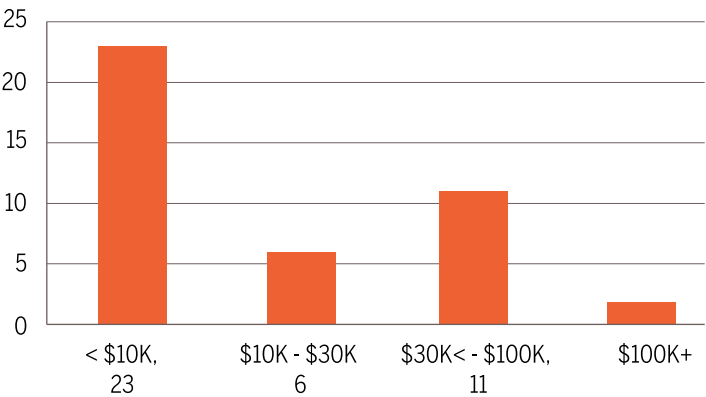
We are proud to have built many new partnerships with far-reaching and inspiring national and international organizations. By mid-year, we partnered with The New York Academy of Sciences, one of the oldest and largest science organizations in the US. Together, we laid out early plans for the Academy's Global Compact for Early Childhood Development, an unprecedented international initiative aiming to enable all children to reach their full developmental potential. A major step in our study of wellness, we helped the Academy plan convenings for experts, researchers, government officials, funders, and educators – disciplines that are traditionally siloed and lack opportunities to engage in transdisciplinary problem-solving.

In 2015, NewKnowledge also began a new partnership with National Geographic, the well-known media leader in nature and culture topics. We led a comprehensive impact assessment of their Kids Books & Magazines, generating new understandings of how stories of exploration spark family and youth learning in the home and at school. In late 2015, we started our first major global study with Amnesty International's Human Rights Education division. Spanning four continents, we investigated how learning experiences developed activists in two global campaigns: Stop Torture and My Body, My Rights.

We have been particularly proud of expanding our media pillar, partnering with The Economist's online learning initiative, Learning.ly. We also kicked off two major projects with PBS NewsHour, funded by the National Science Foundation.



Our first fee-based open access course through The Economist's Learning.ly platform.



Number of projects by size undertaken in 2015.



PBS NewsHour Student Reporting Labs works with teens across the country to produce news stories about current events and science topics.
Photo Credit: PBS NewsHour Student Reporting Labs

Spotlight: Media Explorations with PBS NewsHour

One of the most trusted names in public broadcast news media, [PBS NewsHour](#) is a recognized leader of nonpartisan, balanced journalism. In 2015, the National Science Foundation awarded two grants to the NewKnowledge - PBS NewsHour team for experiments in science media. These two awards, valued at just under \$6 million, combined with our track record to date, demonstrate that we have been recognized as one of preeminent independent think-tanks specializing in informal science learning.

One project asks, what makes the public read a science story and share it with others? In an exploration of transmedia, we began studying how early career adults respond to news stories in different media formats. Drawing on their renowned reporting on science issues like climate change, genetics, and astronomy, NewsHour and a team of young adult interns are repackaging contemporary science news broadcasts into YouTube videos, Twitter and Facebook posts, and Vines. We are also working with the production team and interns to learn about the process of developing and delivering science news.

A second project builds on [PBS NewsHour's Student Reporting Labs](#), an established initiative that engages over 2,500 teens across 40 states in investigative journalism. The NSF-funded project brought a unique focus to developing a new STEM student-reporting curriculum featuring teen-led media production teams. Looking ahead to the next three years of the project, NewKnowledge will study how producing media sparks science learning among teens, their peers, and their communities.

We recognize the ever-growing importance of popular media stories, as society shifts how it uses technology and as media outlets reconfigure communication tactics. These media initiatives have challenged the NewKnowledge team to consider how popular media can influence the public's understanding of global issues – and how we as a society can use media to solve those problems.

Goal 2 | Dissemination

Aggressively disseminate the implications of our work through communications vectors to professional, academic, lay, and media audiences.

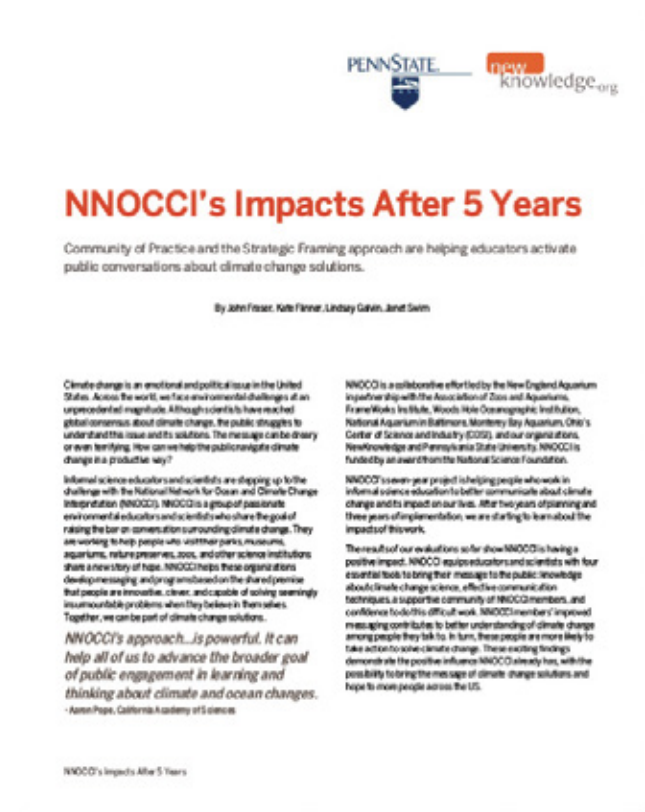
Since NewKnowledge's founding, we have prioritized sharing our work for the benefit of all people. We strive to contribute to scholarly, media, and public conversations about media, culture, wellness, and the biosphere. This dissemination effort is a crucial component of our work as a think-tank, with ideas and information that can help our society meet the challenges of our time.

In 2015, we continued our strong tradition of high quality reports, papers, and public presentations. Over the course of the year, we produced nearly 80 reports for our partners. Of those reports, we published 10 on our website, or our partners' websites. Many of these publications, our partners tell us, helped them advocate for new programs or program changes to make their work more effective. We are proud that many of our partners use our reports as the gold standard for research and evaluation reporting.

We continued to build our relationship with academic communities through peer review journal publications and eight presentations at annual association conferences. Our team was active across the US, attending and presenting at conferences in the psychology, human rights, conservation, culture, science education, and library fields. In August we were honored to be invited to speak at the 11th Biennial Conference on Environmental Psychology in Groningen, The Netherlands, where we led a presentation that asked environmental psychologists, Do we need to change the way we speak about environmental problems?

NewKnowledge continued to pursue ever-broader audiences for our work as we refined our publications strategy to target specific readers with different interests and capabilities. We posted our work on open-access databases, like InformalScience.org. Building momentum with our social media efforts, we posted more than ever on Twitter and our website blog about resources and brought attention to the issues we care about.

78 partner research reports
140 social media and web posts
8 conference presentations



A journalistic 4-page report for the National Network for Ocean and Climate Change Interpretation project. Produced collaboratively with a team of research partners at Penn State University and writers from NewKnowledge.

Spotlight: Spreading the Word about Research on Libraries as Community Change Agents

This year NewKnowledge deepened its work with leaders in the library field: library experts, community change specialists, and the [American Library Association](#) (ALA), the largest and oldest library association in the world. This partnership with the ALA began in 2013 with a research-planning project funded by the Institute for Museum and Library Services. Since then, our relationship with ALA's Public Programs Office has matured as a synergistic partnership that prioritizes critical thinking and problem-solving for libraries and their communities.

We have valued our partnership with ALA and their commitment to making research and evaluation approachable and accessible for people who can benefit from it the most. This collaborative effort highlights how a commitment to transparency and inclusive evaluation practices are critical to dissemination.

With funding from the Bill and Melinda Gates Foundation, ALA worked with The Harwood Institute, a community change expert, on the [Libraries Transforming Communities](#) initiative. This project

aimed to strengthen libraries' role as core community leaders and agents of change. We undertook a two-year comprehensive evaluation of the project activities, including the intensive training of a small cohort of library leaders, as well as impacts on the larger network of library professionals, ALA staff, and media coverage of libraries.

Over the course of the project, we worked closely with ALA on four reports, ensuring that the results were understandable to general readers. The project team also prioritized involving increasingly more library professionals in the project as it evolved. We held Kitchen Table Conversations at annual conferences to engage diverse librarians in reflecting on community topics. Throughout the initiative, ALA shared and promoted the evaluation reports on the ALA website, resulting in a page devoted to the project evaluation. [Find out more here.](#)

We were inspired by how the library field's commitment to information sharing championed dissemination of our research. This work challenged NewKnowledge to continue to think about applied dissemination in transformative ways.



Hartford Public Library held a series of conversations bringing together police and residents in June 2015. Photo credit: Judy Wyman Kelly

Goal 3 | Collaboration

Create transdisciplinary synergies that promote problem-solving and knowledge exchange.

We solidified our relationships with longstanding partners in 2015, deepening our track record of developing transparent and synergistic partnerships across our projects. For many of these organizations, we have become the go-to partner for evaluation and research initiatives that are national in scope.

With [The Nature Conservancy](#), we built on our four-year role as evaluator for the nationwide youth program, [Leaders of Environmental Action for the Future](#) (LEAF). Our rigorous evaluative work demonstrated the long-term impacts of the LEAF program, showing how a field science internship for urban youth increases teens' confidence as science learners and their likelihood to pursue environmental jobs. These research efforts have put a spotlight on the importance of LEAF for The Nature Conservancy, so the program has been expanded to provide internships to high school students from 28 states. In 2015, The Nature Conservancy invited NewKnowledge to conduct studies of Nature Works Everywhere, a set of online tools that students, families, and teachers can use to jumpstart their outdoor science learning. We also partnered with the Conservancy to study its Cultivating Whole Cities project, which explores new efforts in urban conservation and renewal.

Similarly, we sustained our four-year relationship with [New England Aquarium](#) by working on two multi-year projects with this national leader in informal science learning. The National Science Foundation-funded [National Network for Ocean and Climate Change Interpretation](#) and the National Atmospheric and Oceanic Administration-funded Visualizing Change continue to shift public dialogue about one of the most pressing environmental issues of our time. Our support of these transdisciplinary project teams has contributed to educators and scientists' ability to build capacity for communicating about climate change.

Spotlight: Collaborators

Throughout 2015, we saw our collaboration with research partners at Pennsylvania State University reach maturity. As co-evaluators on the National Network for Ocean and Climate Change Interpretation project, we have worked with Dr. Janet Swim, Professor of Psychology, and her graduate student, Nathan Geiger, since 2012.

Our working relationship represented a true collaboration as our team met for bi-weekly meetings, and co-designed surveys and research protocols. With an ambitious evaluation plan featuring six long-term evaluative studies of project impacts, we openly stored all of our data and analyses on our shared Dropbox folder. Discussing the implications of our findings along the way, we co-wrote our reports. Other leaders of the project found these co-written reports extremely valuable for their deep insight and rigor. These leaders shared the reports with the larger network of educators and scientists, using the documents as promotional materials and content for network learning opportunities.

We are thrilled that our relationship with Janet and Nathan is a true collaborative enterprise. Our work, we feel, illustrates the value of cross-institutional partnerships and transparency.



Dr. Janet Swim and Nathan Geiger of Pennsylvania State University, our research partners for the National Network for Ocean and Climate Change Interpretation project.



Cafeteria Culture, 2nd prize winner of the 2015 UL Innovative Education Award, supports students as they advocate for environmental justice. Here, New York City school students encourage government officials to pass a bill to reduce plastic bag use across the city. Photo Credit: Cafeteria Culture.

Spotlight: Inaugural UL Innovative Education Award highlights new faces and longtime collaborators

Since our founding, we have built a longstanding collaboration with the [North American Association for Environmental Education](#) (NAAEE) with our work on the Environmental Protection Agency's [EECapacity](#) project. That deep collaboration moved into new territory when NAAEE partnered with Underwriters Laboratories (UL), the international safety testing and research company, and invited us to join the team in 2013.

As researchers and moderators, we worked with NAAEE and UL to develop an unprecedented initiative supporting non-profit youth programs that use the environment as a pathway to STEM learning. In 2015, our team's efforts came to fruition with the inaugural year of the [UL Innovative Education Award](#). With \$250,000 in cash prizes in addition to mentorship and resources from UL's science and education experts, the award program recognizes excellence and innovation that programs have already achieved. This approach sets the award apart from many other funding mechanisms, by supporting organizations that have already done good work.

Over 120 programs from across the US and Canada applied for the award, representing a vast range of STEM learning strategies. The award winners themselves demonstrated this variety: the grand prize winner, the [Future City Competition](#), challenges teams of students to design and engineer ideas for sustainable cities. A second prize winner, [Cafeteria Culture](#), works with public school students across New York City to reduce waste in the lunch room and advocate for environmental justice in their communities. In the process, kids research the science behind waste and plastics, create video campaigns to tell the story, and present their work to government officials. Another winner integrates Indigenous knowledge and western scientific process with students in Canada.

Another collaboration is at work in this award initiative. The judging process relies on the expertise of educators from across the US and Canada. These judges leverage their deep knowledge of environmental learning as they pore through the myriad submissions and deliberate the winners.

This initiative is built on collaborative work that is shifting the needle on innovative STEM learning in pursuit of a safer world.

Goal 4 | Critical Thinking

Ask the hard questions about the fundamental issues at the center of conversations, to focus minds on confronting underlying problems rather than symptoms.

In 2015, we took our critical thinking to a new level with projects that address global issues of health and human rights with local solutions. We saw cross-pollination among our projects, where analogies for communities of professionals helped large networks of science and environmental educators understand their work. Four projects stand out as exemplary accomplishments in critical thinking, featuring deep collaboration with project partners to address the root causes of social issues and create sustainable solutions in our four focus areas.

Media: Transforming Online Learning with California Academy of Sciences

NewKnowledge partnered with the [California Academy of Sciences](#) to develop an online learning strategy for the next three to five years. We convened an online media workshop, featuring panel discussions with experts and the Academy's online learning taskforce. Panels discussed the landscape of online and blended learning, communicating science content, customizable and community-focused online learning, and how to measure impact in a digitized world.

We helped the Academy create a logic model of their efforts to inspire and sustain learning, with outcomes that have the potential to transform learning for individuals and communities that do not have ready access to institutions like the California Academy of Sciences. Our work pushed the project team to think differently about program impact and reach, as well as how to measurably reach their audacious goals of engaging generations of learners, supporting a thriving natural world, and informing policy.

Culture: Revealing the Mechanisms of Human Rights Advocacy

This year brought a new collaboration with [Amnesty International](#) and a deep review of its human rights education efforts, which feature an intensive train-the-trainer approach. Working with the International Secretariat in London, we studied the impacts of two global campaigns through this lens: *Stop Torture and My Body, My Rights*. We interviewed and surveyed over 150 activists and Amnesty staff across 28 countries and five continents.

This international representation took our work to new heights, and challenged us to think about capital punishment and reproductive rights across multiple cultures and traditions.



Biosphere: Laying the Foundations for Understanding EE in the US

This year marked our fourth year as external evaluators on the Environmental Protection Agency-funded [EECapacity](#) initiative, which seeks to increase the capacity of the environmental education field to adapt to demographic, cultural, economic, and environmental shifts. As our research of the project impacts deepened, we saw an opportunity for the first-ever census of environmental educators in the United States. Through this study, we helped leaders in the EE field understand the assets, challenges, and true level of diversity across the country, demonstrating that EE is indeed diverse, but tends to have racially distinct focuses on environmental disparities that give the appearance of lack of diversity in all sectors.



Photo credit: [Vindy](#)

Spotlight: Conceptualizing a Global Initiative to Help All Children Live to their Fullest Potential

From conception through the next 1,000 days, the foundation for a child's future physical, emotional, and cognitive capacity is being laid. Every moment has scientifically demonstrable and profound effects on a child's development. Environmental influences, such as maternal and infant nutrition, social interactions, poverty, emotional stress, air quality, and play contribute to the child's neural development, cognitive functioning, and psychological and physical wellbeing. Together, these early developmental factors predict a child's future success.

NewKnowledge was invited by the [New York Academy of Sciences](#) – which, founded in 1817, is one of the oldest nonprofit scientific and educational institutions in the United States – to help develop a global public agenda for eliminating barriers to early child development. Together, we drew on the NYAS resources and global reputation to craft the [Global Compact for Early Child Development](#), a strategy for convening stakeholders to synthesize research and policy work to design programs in cities and nations across the world. We reached out to potential lead partners and organized critical questions to be asked through symposium programs and a global monitoring effort.

Every day, children growing up in a variety of settings face environmental and social deficits that can constrain brain development. These threats not only impinge on a child's right to develop to her full potential, but also ultimately carry a social and economic cost to cities. Moreover, the cumulative effect of these threats dramatically affects the life of both individuals and cities, and their ability to compete in the global economy. The benefits to cities for investing in the early childhood development of their citizens are acute, with a return of more than \$7 for every \$1 invested.

We helped the Academy position itself to spearhead a new multi-sectorial collaboration among researchers, practitioners, policymakers, and funders from around the world to support the development of all children, whatever their circumstances. Through a series of NYAS convenings, sponsored research, and publications, policy makers will engage with leading scientific experts on the most up-to-date research on early childhood development and learn about practical, evidence-based interventions that have been implemented in both industrialized and industrializing nations. By catalyzing discussions among multi-national stakeholders, the Academy provides a fertile platform for enabling cities to build on each other's successes and spur human development on a scale that will benefit all of us.

Goal 5 | Pluralism

Support a pluralistic NewKnowledge community with broad academic, life, and work experiences that contribute diverse perspectives to the problems we explore; support and promote the personal and professional growth and self-actualizing pursuits and goals of all who join our learning community.

Building Organizational Capacity

We built our team's capacity by investing in our research fellows in 2015. At NewKnowledge, our research fellows serve a critical role in our pluralistic efforts, as they represent diverse disciplines and professional backgrounds beyond those of our core staff. Their expertise and geographic spread brought new perspectives to our work, strengthening the valuable rigor and insight we strive to achieve across all our projects.



In 2015, we expanded our work with long-time research fellow, Dr. Kin Ching Kong, a licensed clinical psychologist and educator in the Chicago area. Kin took a central role in our study of National Geographic Kids' Books and Magazines, leading

focus groups for children. She expertly facilitated activities and productive discussions among kids as young as 3, challenging us to see how the youngest learners inquire about and explore natural phenomena, and how parents can support and mediate co-learning experience with their kids. Kin is also a key team member in our study of the Museum of Science and Industry's MedLab program. With this project, we are exploring how a robotic patient simulator can be used to help kids understand personal, family, and community health risks, such as sickle cell disease and diabetes. As we deepen our work with Kin, we are delighted to gain more insight into early childhood learning and have a core research fellow broaden our reach in the Midwest.



In 2015, we invited Dr. Brian Plankis, Assistant Professor of Science Education at Indiana University Purdue University in Indianapolis, to join our research fellow team for several projects. With a deep understanding of childhood learning, Brian

began studying how environmental educators are developing new ways to use the environment as a pathway for science, technology, engineering, and mathematics among youth. Brian also helped us consider how books and magazines for youth support science exploration at home and in school contexts. We are thrilled that Brian's experience in the field of science education is helping deepen our knowledge of the landscape of informal science learning and how that work addresses global biosphere challenges.



Our fellows also helped us grow in several more disciplines. Dr. Ed Greene (pictured to the left) joined our team of research fellows to help us consider perspectives on early childhood development and learning, with planning for

The New York Academy of Science's Global Compact for Early Childhood Development. Clinical Psychologist Dr. Sharon Danoff-Burg brought new perspectives on wellness and mental health with her experience in studying stress, resilience, and coping with illness. Research fellow Dr. Simon Bird helped us think about new initiatives to help our biosphere thrive, while Sandra Sirota challenged us to consider perspectives in human rights education in our work with Amnesty International.

Supporting the Next Generation

We prioritized opportunities to support the next generation of researchers in 2015. We value internships because they give us the chance to nurture new talent as a way to give back to the communities of scholars and leaders who helped our team grow. In 2015, we began to focus our internship model on service learning, using this experiential education approach to help our interns develop their understanding through active participation in initiatives that meet the needs of our communities.

One of these initiatives focused on developing an interdisciplinary community for learning in animal welfare sciences. Stephanie Bousseau, a rising graduate student in Hunter College's Master's program in psychology, animal behavior, and conservation, joined our team for the summer to investigate the literature on this topic. Stephanie's work reinforced our understanding of the spectrum of scholar and practitioner perspectives on animal welfare research.



Indianapolis interns Emma Marston (left) and Amelia Whitehead (center right), with community organizer Molly Trueblood (center left) and researcher Amber Rollings.

In Indianapolis, we invited two graduate students from Indiana University Purdue University, Indianapolis's museum studies program to work with us on the [StreamLines](#) initiative. Emma Marston and Amelia Whitehead honed their data collection skills and analyzed interviews with local families about science learning at home and in leisure activities. Emma and Amelia's work increased our knowledge of intergenerational science inquiry and how those experiences shape community dialogue about environment and water health in Indianapolis.

Spotlight: A new, inclusive approach to urban human-ecological systems with The Nature Conservancy

Cultivating Whole Cities is [The Nature Conservancy's](#) new initiative with the Center for Whole Communities, which aims to determine how nature and natural resources can help build urban communities that support conservation. Sponsored by a grant from the JPB Foundation, the initiative is striving to develop an urban network and continued work towards resilient urban systems in a diverse set of cities with emphasis on low-income communities.

As part of its first critical steps, The Nature Conservancy is cultivating a new urban leadership team in North America and engaging a diverse set of urban leaders to help articulate and refine the vision for urban conservation. NewKnowledge is supporting The Nature Conservancy with critical assessments of their work at key points in the process, identifying indicators such as changes in knowledge, attitudes, and practices. We see Cultivating Whole Cities as a fundamental step in The Nature Conservancy's work, as they envision how to incorporate new perspectives in their support of a thriving biosphere and society.



The cover of our first Cultivating Whole Cities report.

Goal 6 | Financial Sustainability

Work to develop a funding scheme and work process to ensure the longevity and fiscal health of the organization.

At the close of our fourth year, we have realized investments in our administrative and financial support strategies. Once again, we continue to grow, though not at the pace that characterized our first three years. This financial stability has given us the opportunity to formalize our project management efforts and investments in project development, and helped us focus on diversifying our funding base.

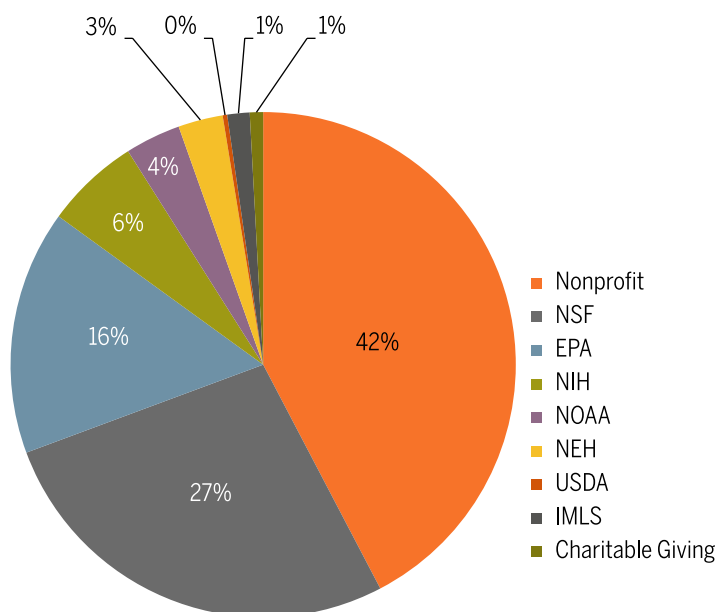
We achieved our greatest gains in new project support from non-profit organizations. Building on our 2014 efforts to focus on non-profit partnerships, we have grown that area of research to 42% of our overall funding, including support from long-term partners like The Nature Conservancy and new partnerships with the New York Academy of Sciences and National Geographic Society.

Our entire team has also worked hard to help maintain a lean operating budget. As we matured into our first long-term home and expanded into California, our operating expenses grew substantially for the first time, primarily in occupancy costs related to renovations and growth of staff expenses and travel to match project growth. To support this growth, we committed to a new three-year loan at the close of 2015 to cover the renovation investment for our New York office. These costs remain below the average for academic institutions and most non-profits, and represent our commitment to parsimony and conservation.

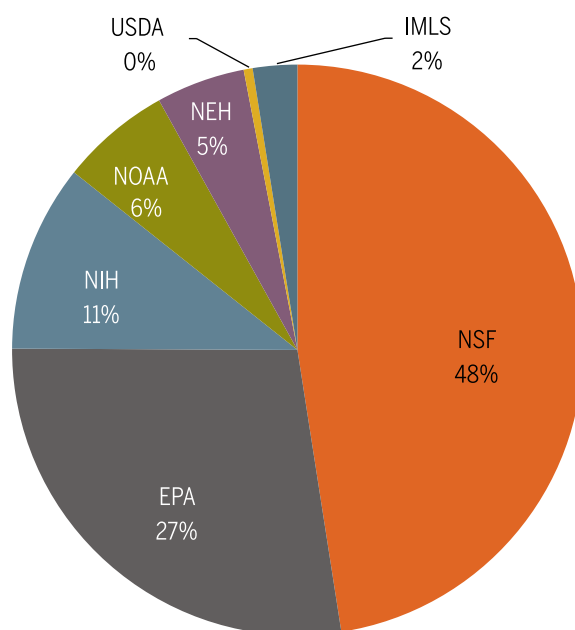
2015 Donors

NewKnowledge gratefully acknowledges the contributions of our donors who provided essential support during the past fiscal year: BAI Group, Inc./Tony Zisa, Lindsay Galvin, Indianapolis Museum of Art (IMA), IUPUI Arts and Humanities Institute, Janet Kleinfelter, Measuring Empathy: a Collaborative Assessment Project (MECAP), MIT Press, Rebecca Norlander, and Zetek Corporation.

We extend our thanks to all of our trustees who helped us achieve 100% board giving to the annual fund: Paul J. & Bonnie L. Boyle, John Fraser & Patrick Guilfoyle, Carolyn Gray, Andrea Green & Alex Beale Turner, Marilyn Hoyt, Judith M. Koke, Julia Mair, Wednesday Martin, and Leonard P. & Chitra Singh.



Sources of revenue.

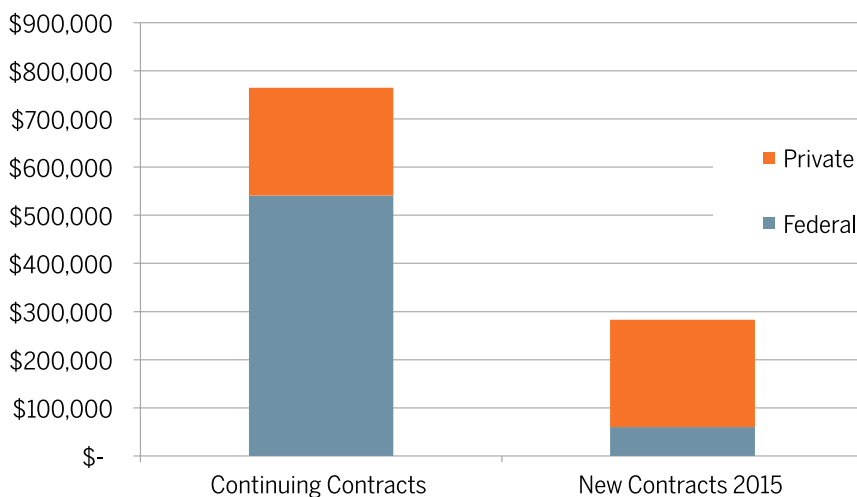


Distribution of originating federal funds.

Statement of Financial Position

Year ended December 31, 2015, 2014, and 2013.

Assets	2015	2014	2013
Cash	\$12,112	\$ 15,045	\$ 33,558
Contract service fees receivable	207,268	185,630	130,183
Prepaid expenses	2,103	4,000	--
Security deposit	15,000	15,000	4,500
Furniture, equipment & leasehold improvement	14,504	22,694	--
	\$ 250,987	\$ 242,369	\$ 163,741
Liabilities and Net Assets			
Liabilities			
Accounts payable and accrued expenses	\$56,427	\$ 68,124	\$ 73,370
Advance payable	17,854	--	--
Loan payable	54,288	26,703	36,000
Unearned revenue	23,700		5,433
Total Liabilities	\$ 152,269	\$ 94,827	\$ 114,003
Net Assets			
Unrestricted	98,718	147,542	53,438
	\$ 250,987	\$ 242,369	\$ 53,438

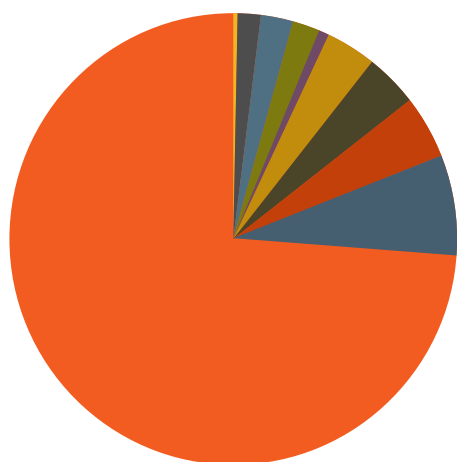


Change in funding support by originating source of funds.

Statement of Activities

Year ended December 31, 2015, 2014, and 2013.

Revenue and Support	2015	2014	2013
Contract service fees	\$ 1,048,537	\$ 1,045,716	\$ 674,159
Contributions in-kind	21,425	31,457	0
Contributions	8,993	6,816	3,250
Other income	4,735	1,234	0
Total Revenue and Support	1,083,690	1,085,223	\$ 677,409
Expenses			
Program Services	\$ 805,371	\$ 802,587	\$ 540,869
Supporting Services			
Management and general	239,109	169,682	100,429
Fundraising	78,034	18,850	43,152
Total Supporting Services	327,143	188,532	143,581
Total Expenses	1,132,514	\$ 991,119	684,450
Change in Net Assets	(48,824)	94,104	(7,041)
Net Assets			
Beginning of Year	147,542	53,438	60,479
End of Year	\$ 98,718	\$ 147,542	\$ 53,438



- Fees, Licenses, Dues and Subscriptions
- Insurance, Depreciations, Interest & Donations
- Accounting and Audit
- Professional and IT Fees
- Participant Support and Stipends
- All Supplies, Office Costs and Moving
- Consultants
- Occupancy and Maintenance
- Travel, Meals, Lodging, and Conference Fees
- Salaries and Benefits

Distribution of Audited Functional Expenses.

The 2015 NewKnowledge Team



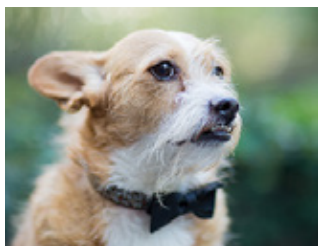
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Fiona P. McDonald, Ph.D., Researcher
Rebecca Norlander, Ph.D., Researcher
Shelley Rank, M.A., Researcher
Su-Jen Roberts, Ph.D., Researcher
Christina Shane-Simpson, M.A., Ph.D. Candidate, Digital Research Fellow
Laura Tietjen, M.A., Researcher & Administrator
Amelia Whitehead, Research Intern

Research Fellows

Simon Bird, Ph.D.
Sharon Danoff-Burg, Ph.D.
Elizabeth Danter, Ph.D.
Ed Greene, Ph.D.
Marie Keem, Ph.D.
Kin Kong, Ph.D.
Kenneth Lo, M.U.P.
Brian J. Plankis, Ed.D
Beverly K. Sheppard, M.A.
Sandra Sirota, M.A., Ph.D. Candidate
Shelley Stern, LCSW, Ed.M.

2015 Partners & Collaborators

American Library Association – Public Programs Office

American Alliance of Museums

Amnesty International

Association of Zoos and Aquariums

Brooklyn Historical Society

Butler University – Center for Urban Ecology & Department of Dance

California Environmental Legacy Project

California State University, Sacramento

California Water Service Company

Centers for Ocean Sciences Education Excellence

Children's National Medical Center

Cleveland Museum of Natural History

Cornell University – Civic Ecology Lab

City University of New York (CUNY) – Dominican Studies Institute & Colin Powell School for Civic and Global Leadership

Curator: The Museum Journal

Dantzker Consulting, LLC

Environmental Protection Agency – EECapacity

FINRA Investor Education Foundation

Humboldt State University – Department of Biological Sciences

Indiana University Purdue University Indianapolis –Center for Urban Health

KQED (Quest)

Mary Miss Studio & City as Living Laboratory

Museum of Science and Industry

National Geographic Society

National Network for Ocean & Climate Change Interpretation

New England Aquarium

New York University Incubators

NOAA Environmental Visualization Laboratory

North American Association of Environmental Education

North Carolina State University

Ocean Connectors

Oregon Zoo

PBS NewsHour

Pennsylvania State University

Poets House

Project Piaba

Reconnecting to Our Waterways, Indianapolis

San Diego Natural History Museum

Tampa's Lowry Park Zoo

TERC – EdGE: Educational Gaming Environments Group

The Economist

The daVinci Pursuit

The Goods

The Kinetic Project

The Nature Conservancy

The New York Academy of Sciences

UL (Underwriters Laboratories)

University of Michigan – MEERA & School of Natural Resources and Environment

WETA

Wildlife Conservation Society

Publications

Peer-Reviewed Publications

- Fraser, J., McDonald, F., & Ardalan, N. (2015). Reflections on Public Art + Science Reasoning. *Transformations: Journal of Media and Culture*, 26.
- Swim, J., Fraser, J., & Geiger, N. (2015). Teaching the Choir to Sing: Use of Social Science Information to Promote Public Discourse on Climate Change. *Journal of Land Use & Environmental Law*, 30(1), 91-117.

Reports & General Publications

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- Shane-Simpson, C., & Roberts, S.J. (2015). *End of Year Report*. (NewKnowledge Publication # NSF1.051.051.07). New York: New Knowledge Organization Ltd.
- Shane-Simpson, C., & Roberts, S.J. (2015). *Ravenous Student Entrance Survey Think-Alouds*. (NewKnowledge Publication # NSF1.051.051.08). New York: New Knowledge Organization Ltd.
- NSF2.053.054—Sacramento State University California Environmental Legacy Project
- Fraser, J., Ardalan, N. & Roberts, S.J. (2015). *California Environmental Legacy Project's Summative Evaluation* (NewKnowledge Publication #NSF2.053.054.01). New York: New Knowledge Organization Ltd.

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- Shane-Simpson, C. (2015). *External Review of EECapacity Year 3 Online Learning*. (NewKnowledge Publication # EPA.060.064.20). New York: New Knowledge Organization Ltd.
- Adges, J., Rank, S.J., & Gupta, R. (2015). *Summary Results of the NPEEE Guidelines Evaluation Year 3* (NewKnowledge Publication # EPA.060.064.21). New York: New Knowledge Organization Ltd.
- Hannah, S., & Gupta, R. (2015). *2014 NAAEE Annual Conference Evaluation Report*. (NewKnowledge Publication # EPA.060.064.22). New York: New Knowledge Organization Ltd.
- Shane-Simpson, C., & Gupta, R. (2015). *Learning Communities Year 3 Evaluation Report EECapacity*. (NewKnowledge Publication # EPA.060.064.23). New York: New Knowledge Organization Ltd.
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- Stern, S. & Gupta, R. (2015). *Community Climate Change Fellowship Post Project Evaluation Report*. (NewKnowledge Publication # EPA.060.064.25). New York: New Knowledge Organization Ltd.
- Hannah, S., & Gupta, R. (2015). *Expanding Capacity in Environmental Education Project (EE Capacity): Report on Evaluation of the Community EE Principles* (NewKnowledge Publication # EPA.060.064.26). New York: New Knowledge Organization Ltd.
- Gupta, R., Lo, K., Fraser, J., Norlander, R., Hannah, S., Roberts, S.J., Flinner, K., Danter, E. (2015). *EECapacity Year 4 Interim Report*. (NewKnowledge Publication # EPA.060.064.29). New York: New Knowledge Organization Ltd.
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- Kong, K.C., Fraser, F., & Lo, K. (2015). *Summary of Monitoring Observations for SimLab (MedLab) Diabetes Curriculum*. (NewKnowledge Publication # NIH.066.077.06). New York: New Knowledge Organization Ltd.
- Kong, K.C., Fraser, F., Lo, K., & Shane-Simpson, C. (2015). *Mid-Year Status Report*. (NewKnowledge Publication # NIH.066.077.07). New York: New Knowledge Organization Ltd.
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- Shane-Simpson, C., Roberts, S.J., Kong, K.C., Danoff-Burg, S., & Fraser, J. (2015). *Appendix: Longitudinal Survey and Phenomenological Study Report*. (NewKnowledge Publication # NIH.066.077.09-A). New York: New Knowledge Organization Ltd.
- Shane-Simpson, C., & Fraser, J. (2015). *MedLab Evaluation Annual Report: Year 3*. (NewKnowledge Publication # NIH.066.077.10). New York: New Knowledge Organization Ltd.
- Kong, K.C., Fraser, J., Shane-Simpson, C. (2015). *MedLab Rapid Feedback Report: Fall 2015 Observations for Heart Disease Curriculum* (NewKnowledge Publication # NIH.066.077.11). New York: New Knowledge Organization Ltd.
- NSF1.52.111—National Network for Ocean and Climate Change Interpretation 2
- NewKnowledge. (2015). *Understanding Climate Change: ISLC Visitors National Survey 2014*. (NewKnowledge Publication # NSF1.052.111.16). New York: New Knowledge Organization Ltd.
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- NIH.109.143—REACH Ambler*
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- Lau, V., Mare, E., & Shelton, R. (2015). *SportsLab:2020 Appendix for Youth Front-End Study*. (NewKnowledge Publication # NSF1.051.145.02-A). New York: New Knowledge Organization Ltd.
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- Rank, S.J., Roberts, S.J., Adges, J., Norlander, R.J., & Danoff-Burg, J. (2015). *Baseline Assessment of Sustainably Sourced Ornamental Fish Exhibits*. (NewKnowledge Publication # PVT.123.162.01). New York: New Knowledge Organization Ltd.
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- PVT.74.175—ALA Libraries Transforming Communities*
- Roberts, S.J., Beharry, S., Norlander, R.J., Fraser, J., & Flinner, K. (2015). *ALA LTC Interim Report 2*. (NewKnowledge Publication # PVT.074.175.04). New York: New Knowledge Organization Ltd.
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- PVT.087.194—Cultivating Whole Cities*
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- NEH.074.199—Muslim Journeys*
- Fraser, J., McDonald, F., Norlander, R.J. (2015). *Four page report based on Interim Report #1*. (NewKnowledge Publication # NEH.074.199.02). New York: New Knowledge Organization Ltd.
- Fraser, J., McDonald, F., Norlander, R.J., Hannah, S., Beharry, S., Danoff-Burg, J.A., Shane-Simpson, C. (2015). *Bridging Cultures: Muslim Journeys Phase 1 Interim Report*. (NewKnowledge Publication # NEH.074.199.02). New York: New Knowledge Organization Ltd.
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- PVT.121.219—Tampa's Lowry Park Zoo Interpretation Plan & Capacity Building*
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PVT.122.225—Second Nature

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Flinner, K., Norlander, R.J., Fraser, J. (2015). *NEH Formative Evaluation for Along Brooklyn's Waterfront with Brooklyn Historical Society*. (NewKnowledge Publication # NEH.124.240.01). New York: New Knowledge Organization Ltd.

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PVT.133.272—Lead Shot with Oregon Zoo

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McDonald, F., Norlander, R.J., Fraser, J., & Flinner, K. (2015). *NYU VET Evaluation Final (Short) Report*. (NewKnowledge Publication # GOVT.127.283.01). New York: New Knowledge Organization Ltd.

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Select Presentations

Danoff-Burg, J.A. (2015). Sacred Groves in India: Reinvigorating Hinduism Practices to Stimulate Community Based Conservation.

Gupta, R. (2015). Perceptions of the environment and its relationship with human and ecological wellbeing. 10th International Whitehead Conference Session on The Psychology of Wellbeing and its Ecological Implications, Claremont, CA.

Gupta, R., & Fraser, J. (2015). The value of diverse perspectives on "diversity" and the environment. Paper presented at the Annual Convention of the American Evaluation Association in Chicago, IL.

Gupta, R., Fraser, J., & Krasny, M. E. (2015). Tracking the impact & efficacy of innovation in EE. Paper presented at the Annual Convention of the North American Association of Environmental Education in San Diego, CA.

Fraser, J. (2015). Do we need to change the way we speak about environmental problems? A panel debate on the future of environmental communication. Symposium conducted at the 11th Biennial Conference on Environmental Psychology, Groningen, Netherlands.

Fraser, J. (2015). Symposium conducted at Seizing an Alternative: Toward an Ecological Civilization, Claremont, CA.

Fraser, J. (2015). Safe Words: Social Support, Hope, & Mental Processes for Climate Change Communication [Webinar]. In Climate Change in America's National Parks.

Rank, S.J. (2015). Conversing about Ectothermic Ambassador Animals: Interdisciplinary Conversations about (Potentially) Aversive Animals. Poster presented at 2015 AZA Annual Conference, Salt Lake City, UT.



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