



September 30, 2013

Annual Report 2012

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NewKnowledge is a non-profit research institute founded to pursue a deep understanding of how people engage with society's grand challenges. We accomplish this work by exploring how knowledge is acquired and acted upon in order to promote a strong democracy that enables all people to live to their greatest potential in harmony with the biosphere.

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A Note from the Chair

It's early times for New Knowledge – a nonprofit in its second year.

And already, the shape of the work reflects the early mission we set – to take a new lens to how we are learning about ourselves and our culture, using the best that the research and evaluation fields plus their sister fields in psychology, media studies, urban studies, environmental studies and sociology have to offer.

Our work is being recognized and utilized by well-established partners like the North American Association for Environmental Education, UL (known to many as Underwriters Laboratories) and the Cornell University as they execute work on behalf of the United States Environmental Protection Agency. And we are working on studies that will yield more information about how to create resonant, effective documentaries through the California Environmental Legacy Project in its collaboration with the public broadcaster, KQED's program Quest with the national and state parks in California.

This early success is kindled by the need for studies that yield actionable outcomes. It is sustained by a founding Board who recognize the opportunity and embraces that challenge. And it is designed and sustained by the experience and passion of our President, Dr. John Fraser, and the talent, experience and intense curiosity of staff, graduate students and consultants he has recruited to engage with this important work.

So a year well worth celebrating....and more to come.

Marilyn Hoyt
Chair, Board of Trustees



PS If you would like to know more about the work of New Knowledge... or join in or support this effort, let me know. It would be my pleasure to give you a call. hoytmarilyn@gmail.com

President & CEO's Statement

As I reflect on our first year in operation, I'm taken aback our success as a fledgling non-profit. This success is in no small part due to the good will of the many people who shared our vision and invested in our mission. Our board of trustees believed it was possible to found a new think tank in hard economic times, and the employees who worked to bring our founders vision to life have invested their heart and soul in building a robust operation. Today, we're poised for strategic growth and have a number of national projects that promise to deliver significant public value in the coming years.

At founding, we established a clear mission, and followed that with an intensive commitment to both opportunistic partnerships to help build a practice and use our projects to help shape a solid strategic plan. In the middle of this process, we received some sage advice from Vance Yoshida of LaPiana Consulting, a respected voice in strategic planning for non-profits. Yoshida recommended that we focus on defining our core business, work to distinguish our social proposition, and refocus our staffing plan against that proposition. With this advice under our belts, Trustee Judy Koke and I collaborated with the entire staff to outline six strategic foci, with each person helping to shape how we will achieve these goals. We talked with our research partners to see how they imagined us as unique in the field, and worked to bring those distinguishing characteristics to the fore in our work and our reports. As you'll see from the attached report, we've made significant advances in each area of our plan.

It was a hectic year moving forward on some important projects, but always with an eye toward fulfilling the board's vision, finding partners who shared our goals, and working behind the scenes to establish efficient and effective organizational practices. By year end, we were actively engaged with 25 projects across all four of focus areas: Human Wellness, Sustaining the Biosphere, Media, and Cultural Change. We have been fortunate to have projects that frequently cover two or more of these issues, and often find that many of our projects are building intellectual capital that benefits all of our projects.

In parallel to our strategic planning, our acting Chair, Marilyn Hoyt worked closely with us to ensure our policies, business practices, and financial strategies were based in sound practice. This work benefitted greatly from the support and donated services of a respected financial advisor for non-profits, Jane Dunne, and the pro-bono services of Skadden, Arps, Slate, Meagher and Flom LLP, the legal team that helped us negotiate our non-profit standing with New York State and helped secure our 501(c)(3) status with the Internal Revenue Service.

At the end of the year, our overall functional services budget of \$653,208 represents a closely managed budget, with set-up loans well within our grasp. We have also managed to do this while being



a very competitive value for the partners that support our work. As readers of this annual report will see, our expenses represent a prudent and conservative focus, with the majority of our costs primarily directed toward support our staff, the life-blood of our work. Ending our first fiscal year with a net loans payable of \$56,000 and receivables of \$60,479 to cover that exposure is significantly better than market expectations for a start-up non-profit in this time of fiscal conservatism.

At the end of our first fiscal year, our publications, media coverage, and presence at major conferences in our sector has established our presence as a vital new think tank. This positioning has given us significant advantage as we work to identify new opportunities to advance our mission. As we move into our next year, we will focus on strategic hiring in line with our mission, seeking to identify skill sets and new thinkers who will help to take our mission to the next level.

We look forward to continued collaborations with a wide range of leading partners across a number of sectors including: the National Network for Ocean and Climate Change Education, the North American Association for Environmental Education in collaboration with the Civic Ecology Lab at Cornell University, and the Education Gaming Environments group at TERC. Today, our income is substantially weighted towards the environmental sector with 24% of our funding drawn from the Environmental Protection Agency grants and a set of smaller sub-awards from the National Science Foundation but our work in health wellness continues to diversify through our partnerships with the National Children's Medical Center's National Institutes of Health Science Education Partnership Award. But our client base is diverse including a substantial effort on behalf of The Nature Conservancy's Leaders for Environmental Action for the Future. We look forward to continued investment in building these relationships and diversifying our base in the coming year.

As I reflect on our mission, I recall one new partner saying, *Your organization is in exactly the right place at the right time.* I couldn't have been more proud.

John Fraser, PhD AIA
President & CEO

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.

The organization's Vision for the Future and its four prioritized domains for work outlines a noble goal that at first blush may seem unattainable. Yet, by year-end 2012, the portfolio and pending grant applications, seem to suggest that the organization is on course to contribute significantly to each of its societal goals.

In 2012, New Knowledge Organization Ltd. (NKO) worked on 22 projects across a wide a diverse range of funding sources, each of which challenged the team to explore societal problems that impede cultural advancement at a variety of levels. The projects addressed topics as controversial as climate change science to the perceived relevance of cultural institutions in resolving persistent urban problems. For many of these challenges, in our first year, we were able to describe and document barriers to success in order to support our partners as they pursue interventions to overcome those barriers.

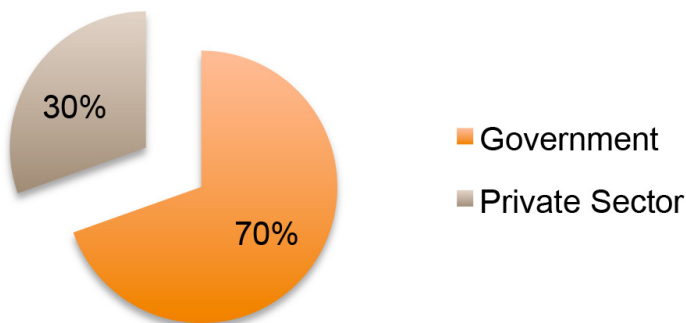


Figure 1: Distribution of Project Funding by Source

We saw significant advancement in tackling protracted questions in each of our four focus areas: wellness; the biosphere; media; and culture. While many of these projects overlapped, the questions we grappled with each show promise.

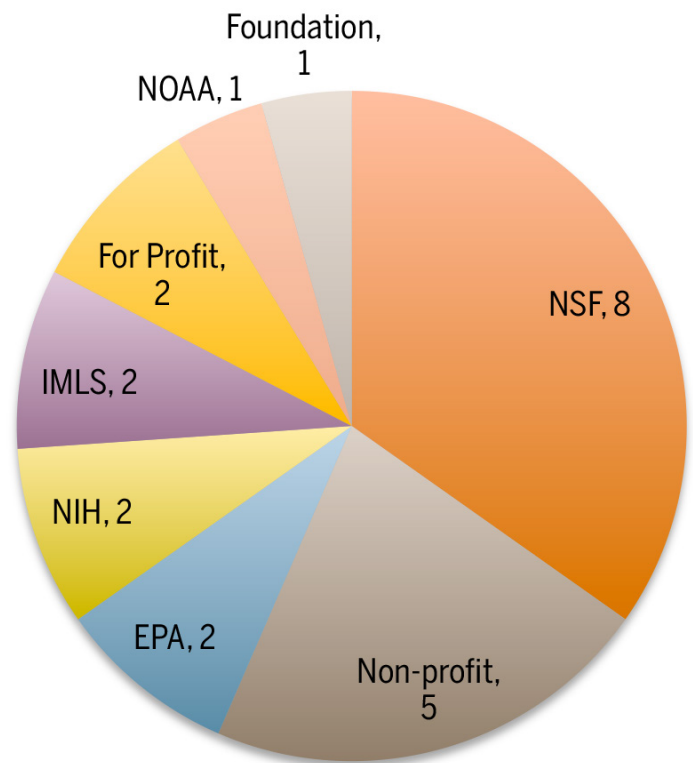


Figure 2: Distribution of Projects by Funding Source

Biosphere

A major 2012 initiative by NewKnowledge represented over 24% of work effort devoted to research and evaluation for Environmental Protection Agency's EECapacity project, a cooperative agreement with Cornell University and the North American Association for Environmental Education. The project sought to help the Environmental Education (EE) community expand the diversity of practitioners contributing to the field by challenging the traditional discourses about the field. This effort at Expanding Capacity in Environmental Education resulted in 5 extensive reports and two learning legacies that challenged what has been perceived as a protracted divisive culture of EE. We collaborated with a game developer, Game Gurus LLC to develop a website aimed at supporting new practitioners by offering them tools to make explicit their mental models for program outcomes (ecologymap.org) and a new instructors' tool to help environmental education instructors to introduce the competing perspectives that represent the diversity of discourses in their field.

Our team also grappled with how Americans are contemplating their future given a rapidly changing climate. Working as the research and evaluation partner for the National Network of Ocean & Climate Change Interpretation (NNOCCI 1), NewKnowledge published 2 studies on US perspectives on emerging results from climate change science that are now being used to plan communication strategies for informal learning institutions. At year end, NewKnowledge also received confirmation that the peer-reviewed journal, *EcoPsychology*, would publish our ground-breaking research on the emotional challenges that face those who work to communicate about climate change science. The latter of these papers represents a watershed issue demonstrating that science communicators face an onerous effort and that there is substantial need to provide support for these educators.

During 2012, NewKnowledge continued to support two other groups who are specifically concerned with conservation of the oceans. Our work with The Ocean Project provided evaluation of their capacity building work supported by the National Oceanic and Atmospheric Administration in their efforts at *Applying Social Research to Build Environmental Literacy and Public Engagement in Protecting Ocean Resources*. Our President, Dr. Fraser also served as an expert delegate to the University of Maine's Centers for Ocean Sciences Education Excellence (COSEE) on Ocean Literacy. In both cases, our efforts revealed that language and distance between people and the world's ocean exacerbates advancement of literacy. To aid with this

continued problem, NewKnowledge's reports explicitly identified language strategies and targeted communications to help support these groups' literacy communication goals.

In our first year, NewKnowledge was also invited by The Nature Conservancy to explore the cultural impact of their Leaders in Environmental Action for the Future program. We challenged the pedagogical stance that youth participants in a summer internship were the only beneficiaries of this Toyota funded program, demonstrating through our research that seasoned professionals benefit both emotionally and professionally from their engagement with youth.



Figure 3. Participants in The Nature Conservancy's 2012 Leaders in Environmental Action for the Future program.

Culture

In our first year, we also received a variety of accolades for our innovative partnership with Mary Miss Studio at the CUNY Institute for Sustainable Cities at Hunter College. Our City as Living Laboratory project, funded through the National Science Foundation offered new insights into a more expansive definition of science reasoning than has been the hallmark of federal funding for informal science learning in the past few decades. Our reports, website, and public forum convened in spring 2012 brought attention to how urban spaces can provoke reasoned thinking about sustainability in urban design. The data from this project also represents our first publications in support of the National Science Digital Library, material that we hope will continue to grow in coming years.

Another protracted and perceived insoluble question that we tackled in 2012 is the collective value of cultural institutions to their community. Through IMLS funding to the Heart of Brooklyn, Building Strong Community Networks (BSCN), NewKnowledge explored public perceptions and desires for collective value of their six major downtown cultural institutions, the Brooklyn Museum, Brooklyn Children's Museum, Brooklyn Public Library, Brooklyn Botanic Garden, Prospect Park, and Prospect Park Zoo. We published five benchmarking reports that revealed a gap between perceived value and desired contribution of these institutions in relation to Brooklyn Caregiving, supporting Creatives in Brooklyn, Environmental Brooklyn, and increasing Positive Youth Development. These reports—including one on a focus group with teen volunteers from the six cultural institutions—are now being used by this consortium of public institutions to describe and respond to their community about how their programs contribute to public value.

We also challenged the traditional perception that cultural institutions are brand distinct competitors within a community. The NSF funded Wild Minds: What Animals Really Think paired a science center and zoo in the same city to simultaneously mount programs and exhibits about animal cognition. Our research in Portland, OR allowed us to consider how professional relationships and perceived community impacts may support additive value rather than competitive market share. The four reports and one peer-reviewed journal paper demonstrated that collaboration offers untapped public value that may benefit communities, institutions, and funders alike. We look forward to continued investment in this question in the coming years.

We also offered support to two social value organizations, the Portland OR private residential development company, Green Hammer, and the New York City based Center for Architecture

Foundation (CFAF), both of whom sought information about their internal capacity to support their work to help members of their communities to live fuller and more sustainable lives.

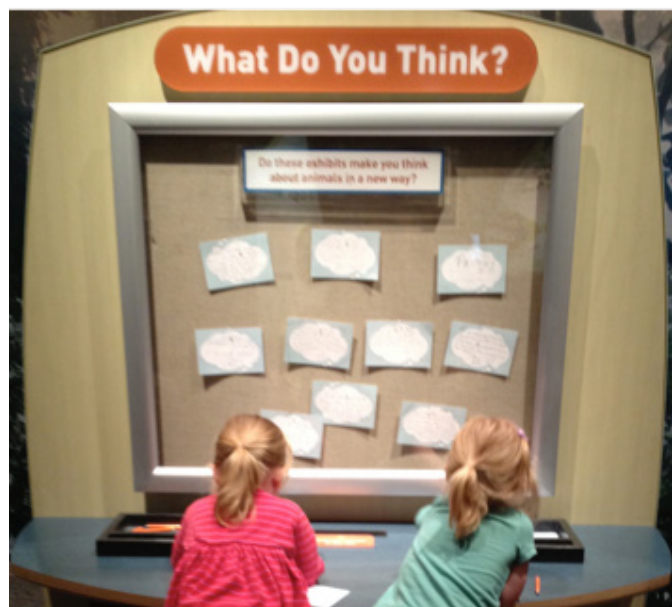


Figure 4. Visitors at the Wild Minds exhibition.

Media

Working with the science and math curriculum development non-profit, TERC's Education Gaming Environments Group (EdGE@TERC), through National Science Foundation funding for Innovative Technology Experiences for Students and Teachers (ITEST), NewKnowledge conducted two evaluation efforts to help support the development of digital games to support advancement of science learning for teens. To address this contentious question—could digital games provide a valuable vector for science learning?—our team conducted a process evaluation for the project team. This evaluation identified risks and opportunities for a team of curriculum developers to collaborate with a more traditional for-profit group of game developers, groups that have been considered somewhat adversarial prior to this collaboration. The organization also conducted the first national baseline study of youth gamers preferences with approximately 1,500 participants that helped establish the relevance of out-of-school digital gaming to this current digitally connected generation of teens.

We also explored how media tools in classrooms support learning experiences through funding from the Stroud Water Research Center's project *Model My Watershed: Developing a Cyberlearning Application and Curricula to Enhance Interest in STEM Careers*, grant # DRL-ITEST-929763. Our report about classroom use of the online tool and summative evaluation plan challenged the pedagogical structure of directed instruction by demonstrating that self-directed digital learning can result in outcomes equal to or greater when the content is local, salient and accessible for students with a variety of academic levels of achievement.

Cultural institutions are also challenged to consider how emerging media tools influence visitor experience of cultural institutions. A landmark study led by Beverly Sheppard, our Director of City Learning Initiatives, explored the use of an iPad app and cell phone information supplements for the exhibit experience at Pennsylvania's Longwood Gardens, a private non-profit funder. Our report will serve as the basis for future presentations to garden associations in 2013.

Wellness

Lastly, our focus on wellness has started to increase slowly as we have built staff capacity. In mid-2012, we brought on two key staff to support our wellness programs, Dr. Marie Keem, a health sociologist who teaches research methods at Montclair University, and Kenneth Lo MUP, a health communications expert with experience in cross-cultural communications. Both Dr. Keem and Mr. Lo were active in helping shape and develop our first two National Institutes of Health Science Education Partnership-funded projects where we will serve as external evaluators.

Our first project commenced with in-depth meetings with the team at the Children's National Medical Center's Children's Research Institute in Washington DC. Their project in collaboration with the National Children's Museum focuses on the content Being Me. That project asks how communities learn wellness strategies through a focus on children just prior to their teenage years. As we move forward with that project, we will be exploring how family programs, in school programs, summer learning experiences at the hospital and an outpatient waiting room program organized through art activities can promote literacy about five serious health risks that face children in Title 1 schools: Obesity, Youth Violence, Sleep Disorders, Asthma, and Sickle Cell Disease.

At the conclusion of 2012, NewKnowledge signed a contract with the Museum of Science and Industry in Chicago to conduct both monitoring for the protection of human subjects in research and to evaluate for an NIH SEPA project. The project, SIMLAB: Using Patient Simulation for Student Exploration of Community Health Issues, offers a radical opportunity to consider how patient simulator programming might challenge youth risk-taking that can have a long term threat as these youth move into adulthood.

GOAL 2 | Dissemination

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

The 2012 year for NewKnowledge represented an incredible year for publications and public programs and an auspicious start for a new think tank. Most notably, in spring 2012, we convened our first public forum on art and science learning as part of the City as Living Lab for Sustainability in Urban Design. That forum, convened at Hunter College in collaboration with the CUNY Institute for Sustainable Cities and Mary Miss Studio invited luminaries in the art criticism world. Dr. Fraser, our president, also served as the keynote speaker at a symposium we co-sponsored at Bear Mountain to consider how to plan the interpretation for revisiting the foundation site of the American nature movement.

Peer-reviewed Articles

Fraser, J., Heimlich, J. E., Yocco, V., Jacobsen, J., Sickler, J., Kisiel, J., Nucci, M., Ford, L., & Stahl, J. (2012). Giant Screen Film and Science Learning. *Museum Management and Curatorship*. 27(2), 179-195.

Gupta, R., & Plemons, K. (2012). Volunteer perceptions of public value from a co-hosted museum-zoo exhibition. *The Informal Learning Review*, 118, 11-15.

Maust-Mohl, M., Fraser, J., & Morrison, R. (2012). Wild Minds: What people think about animal thinking. *Anthrozoos* 25(2) 133-147.

Sickler, J., Fraser, J., & Reiss, D. (2012). Popular beliefs and understanding of the dolphin mind. In J. A. Smith and R. W. Mitchell (Eds.), *Experiencing animals: Encounters between animal and human minds*. Columbia University Press: New York, 301-316.

Street, W., Jenkins, J. & Fraser, J. (2012). Research on visitor receptiveness to conservation messaging and its impact on exhibit design. *IZE Journal* 48,60-63.

Books

Briccetti, L., Alcosser, S., Wharton, D., Fraser, J. & Preston, J. (Eds.). (2012). *The language of conservation*. New York: Poets House.

Trade Publications

Fraser, J. (2012). "Do-ing" history together. *Mystic Seaport Magazine, Spring/Summer 2012*, 14-15.

Fraser, J. (2012). Debating digital standards. *LF Examiner*, 15(3), 2-3.

Fraser, J. (2012). Design strategies for poetry in zoos. In L. Briccetti, S. Alcosser, D. Wharton, J. Fraser & J. Preston (Eds.). (2012). *The language of conservation*. New York: Poets House.

Fraser, J. (2012). Future trends: Zoos, libraries, and specialty collections. In L. Briccetti, S. Alcosser, D. Wharton, J. Fraser & J. Preston (Eds.). (2012). *The language of conservation*. New York: Poets House.

Sickler, J., Fraser, J. & Yocco, V. (2012). Creating a community of practice: zoo, library, and poet collaborations in the language of conservation. In L. Briccetti, S. Alcosser, D. Wharton, J. Fraser & J. Preston (Eds.). (2012). *The language of conservation*. New York: Poets House.

Sickler, J. & Fraser, J. (2012). Evaluating success: The why, what, and how of the evaluation in the language of conservation. In L. Briccetti, S. Alcosser, D. Wharton, J. Fraser & J. Preston (Eds.). (2012). *The language of conservation*. New York: Poets House.

Papers in review the end of 2012

Fraser, J., Pantescio, V., Plemons, K., Gupta, R. and Rank, S.J. (2013). Sustaining the conservationist. *Ecopsychology*, 5.

Swim, J., Fraser, J., & Rank, S.J. (2012). Sources of inaccuracy and consequences of climate change meta-beliefs. *Climatic Change*.

Swim, J., Fraser, J., & Rank, S.J. (2012). The underestimates of and false consensus effects on meta-perceptions of climate change beliefs. *Nature Climate Change*.

NewKnowledge Publications and Reports

NSF1.51.51- TERC DRK: Challenge 5--Leveling Up: Supporting and Measuring High-School STEM Knowledge Building in Social Digital Games

Fraser, J. & Plemons, K. (2012) TERC Leveling Up process report. (NewKnowledge Publication #NSF.51.51.01) New York: New Knowledge Organization Ltd.

Fraser, J., Gupta, R. & Rank, S.J. (2012). *Engaging with science learning, identity, and gaming experiences or TERC Leveling Up: Supporting and measuring high school stem knowledge-building in social digital games* (NewKnowledge Publication #NSF.51.51.02). New York: New Knowledge Organization Ltd.

NSF1.51.52- *TERC National Science Digital Library: Arcadia Resource Center*

Fraser, J., Scarlott, J., Ong, A., & Danter, E. (30 April 2012). *Canaries in the Coalmine: Process evaluation and project summative assessment report*. (NewKnowledge Publication #NSF1.51.52.02). New York: New Knowledge Organization Ltd.

NSF1.52.53- *National Network for Ocean and Climate Change Interpretation*

Fraser, J., Rank, S.J., & Swim, J. (2012). *National surveys: Self classification and public baseline*. (NewKnowledge Publication #NSF1.52.53.01). New York: New Knowledge Organization Ltd.

Fraser, J. & Rank, S.J. (2012). *Visitor survey responses to framed climate change messaging*. (NewKnowledge Publication #NSF1.52.53.04). New York: New Knowledge Organization Ltd.

NOAA.54.55- *Ocean Project*

Fraser, J. & Plemons, K. (2012). *The Ocean Project: Formative evaluation and summative evaluation planning scope*. (NewKnowledge Publication #NOAA.54.55.01). New York: New Knowledge Organization Ltd.

Fraser, J. & Rank, S.J. (2012). *Formative evaluation report on implementation*. (NewKnowledge Publication #NOAA.54.55.02). New York: New Knowledge Organization Ltd.

NSF2.55.56- *City as Living Laboratory for Sustainability in Urban Planning*

Fraser J. & Miss, M. (2012). *City as living laboratory for sustainability in urban design*. New York: New Knowledge Organization Ltd.

Fraser, J., Miss, M., Solecki, W.D., Guiney, A., Sorkin, M., Marx, S., & Russell, D. (2012). *Broadway: 1000 Steps/ City as a Living Laboratory for sustainability in urban design- Interim Report NSF EAGER Grant #1115217*. (NewKnowledge Publication #NSF2.55.56.01). New York: New Knowledge Organization Ltd.

IMLS.56.57- *Heart of Brooklyn, Building Strong Community Networks*

Sheppard, B., Fraser, J., Plemons, K., & Scarlott, J. (2012). *BSCN program and stakeholders' analysis interim report: The public value audit*. (NewKnowledge Publication #IMLS.56.57.01). New York: New Knowledge Organization Ltd.

NewKnowledge (2012). *Teen focus group report*. (NewKnowledge Publication #IMLS.56.57.02). New York: New Knowledge Organization Ltd.

Fraser, J., Plemons, K., Gupta, R., Rank, S.J., & Scarlott, J. (17 October 2012). *Public value audit: Focus on youth report*. (NewKnowledge Publication #IMLS.56.57.03). New York: New Knowledge Organization Ltd.

Fraser, J., Gupta, R. Plemons, K., Rank, S.J. & Scarlott, J. (2012). *BSCN stakeholders' and Brooklyn residents' perceptions of public value received from HOB institutions*. (NewKnowledge Publication #IMLS.56.57.04). New York: Heart of Brooklyn.

New Knowledge Organization Ltd. (2012). *Executive Summary: Brooklyn stakeholders' and residents' perceptions of public value*. (NewKnowledge Publication #IMLS.56.57.05). New York: Heart of Brooklyn.

EPA.63.61- *EECapacity: the US Environmental Protection Agency's National Environmental Education Training Program*

Fraser, J., Gupta, R., Rank, S.J. & Scarlott, J. (2012). *National Training Workshop Evaluation*. (NewKnowledge Publication #EPA.63.61.01). New York: New Knowledge Organization Ltd.

New Knowledge Organization Ltd. (2012). *End of Year 1 Progress Report*. (NewKnowledge Publication #EPA.63.61.02). New York: New Knowledge Organization Ltd.

Fraser, J. & Gupta, R. (2012). *Understanding competing perspectives in EE using Q methodology*. (NewKnowledge Publication #EPA.63.61.02a). New York: New Knowledge Organization Ltd.

New Knowledge Organization Ltd. (2012). *EETAP phone interviews: Summary findings*. (NewKnowledge Publication #EPA.63.61.02e). New York: New Knowledge Organization Ltd.

Fraser, J. & Gupta, R. (2012). *Perspectives on environmental education: Curriculum, instructor guide, and materials*. (NewKnowledge Publication #EPA.63.61.03). New York: New Knowledge Organization Ltd.

New Knowledge Organization Ltd. (2012). *My eeEcology Map/ Intro to logic model*. (NewKnowledge Publication #EPA.63.61.04). New York: New Knowledge Organization Ltd.

New Knowledge Organization Ltd. (20 December 2012). *Memorandum outlining the evaluation approach*. (NewKnowledge Publication #EPA.60.64.01). New York: New Knowledge Organization Ltd.

NSF2.61.62- *Wild Minds: What Animals Really Think*

Fraser, J., & Plemons, K. (2012). *Remedial evaluation Wild Minds: Observations, Surveys and Interviews of Families at New York Hall of Science & Interviews with Staten Island Zoo Docents* (NewKnowledge Publication #NSF2.61.62.01). New York: New Knowledge Organization Ltd.

New Knowledge Organization Ltd. (2012). *Interim progress report: Professional learning research preliminary report*. (NewKnowledge Publication #NSF2.61.62.02). New York: New Knowledge Organization Ltd.

Fraser, J., Plemons, K., Scarlott, J., & Rank, S.J. (2012). *Contrasting and complementary science learning pedagogies at zoos and science centers*. (NewKnowledge Publication #NSF2.61.62.03). New York: New Knowledge Organization Ltd.

Fraser, J., & Plemons, K. (2012). *Portland, Oregon volunteer focus group report*. (NewKnowledge Publication #NSF2.61.62.04). New York: New Knowledge Organization Ltd.

NSF1.64.65- *Stroud Water Research Center's Model My Watershed*

Plemons, K. & Gupta, R. (2012). *Spring 2012 Model My Watershed (MMW) use report and summative evaluation planning*. (NewKnowledge Publication #NSF1.64.65.01). New York: New Knowledge Organization Ltd.

FOUN.85.67- *Longwood Gardens*

Sheppard, B. & Plemons, K. (2012). *Bruce Munro Light: Installations app evaluation*. (NewKnowledge Publication #FOUN.85.67.01). New York: New Knowledge Organization Ltd.

FOUN.85.71- *Cincinnati Museum of Natural History*

Plemons, K., & Rank, S.J. (2012). *Climate change interpretation at CMNH*. (NewKnowledge Publication #FOUN.85.71.01). New York: New Knowledge Organization Ltd.

PVT.87.73- *The Nature Conservancy, Leaders for Environmental Action for the Future (LEAF)*

Fraser, J., Gupta, R., & Scarlott, J. (2012). *LEAF summer youth program longitudinal tracking and benchmarks*. (NewKnowledge Publication #PVT.87.73.01). New York: New Knowledge Organization Ltd.

Fraser, J., Gupta, R., Plemons, K., & Rank, S.J. (2012). *LEAF summer youth program narrative analysis report*. (NewKnowledge Publication #PVT.87.73.02). New York: New Knowledge Organization Ltd.

Fraser, J., Gupta, R., & Rank, S.J. (2012). *Results of the retrospective-pre/post student participant surveys*. (NewKnowledge Publication #PVT.87.73.03). New York: New Knowledge Organization Ltd.

Fraser, J., Gupta, R., & Rank, S.J. (2012). *TNC staff cultural capacity assessment*. (NewKnowledge Publication #PVT.87.73.04). New York: New Knowledge Organization Ltd.

NIH.90.75- *Children's National Medical Center: Being Me*

Fraser, J. & Keem, M. (2012). *Summative evaluation discussion document*. (NewKnowledge Publication #NIH.90.75.01). New York: New Knowledge Organization Ltd.

Fraser, J. & Keem, M. (10 September 2012). *Draft evaluation plan for hospital based programming*. (NewKnowledge Publication #NIH.90.75.02). New York: New Knowledge Organization Ltd.

PVT.92.78- *Green Hammer*

Fraser, J. & Rank, S.J. (8 November 2012). *Organizational structure and planning assessment*. (NewKnowledge Publication #PVT.92.78.01). New York: New Knowledge Organization Ltd.

PVT.91.79- *Center for Architecture Foundation, Learning by Design: NY*

Plemons, K. & Rank, S.J. (14 August 2012). *Teacher and student evaluations for Learning by Design: NY*. (NewKnowledge Publication #PVT.91.79.01). New York: New Knowledge Organization Ltd.



City as Living Laboratory for Sustainability in Urban Design

John Fraser & Mary Miss

NewKnowledge Publication #NSF2.5556.02

GOAL 3 | Collaboration

Create trans-disciplinary synergies that promote problem-solving and knowledge exchange.

The hallmarks of our collaborative efforts this year include support for our staff as faculty members at colleges and universities, project based work that challenges the notion of collaboration as a way of exchanging knowledge, and three partnerships with for-profit sector organizations to collaborate on exploring cultural outcomes.

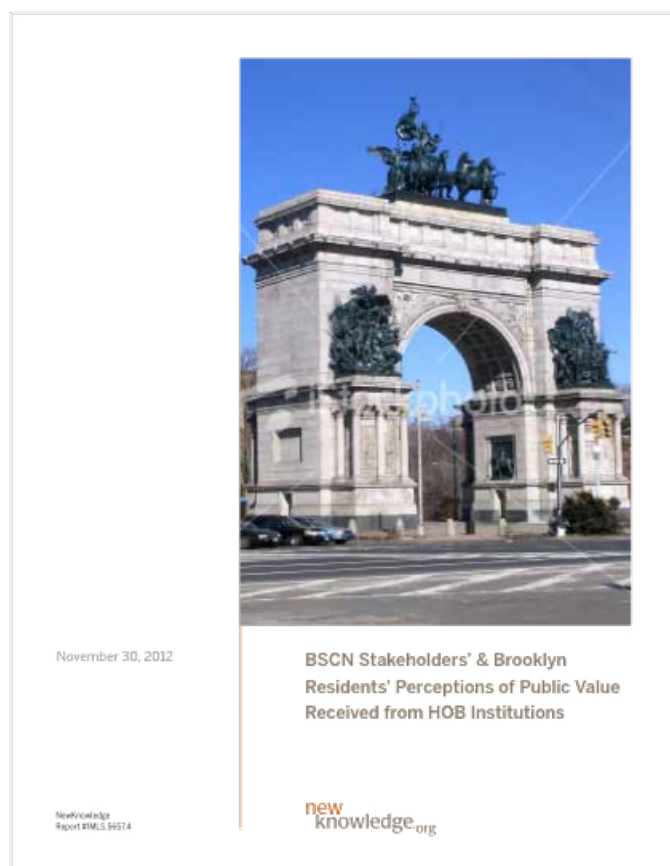


Figure 5: Report for the Heart of Brooklyn

Three of our major collaboration studies focused on the mechanisms surrounding transdisciplinary thinking in the cultural sector. The first through the NSF-funded *Wild Minds – What Animals Really Think*: explored what happens when a zoo and science

center team up to create simultaneous exhibitions each explored through their own pedagogical stance. The second challenged thinking about museums as a sector by undertaking research for the IMLS-funded *Building Strong Community Networks* project. We explored the Brooklyn community's perspective on how they value and use six of their cultural institutions known as the *Heart of Brooklyn*. The third brought to conclusion the planning phase of the *National Network for Ocean and Climate Change Interpretation* that explored the possibility that can accrue from a community of practice working to depoliticize climate science and produce more conservation action to remediate the problem. Our business-to-business collaborations identified three partner for-profit practices whose work aligns with our goals. Our first collaboration with WolfBrown (WB) took a more independent road, with Alan Brown of WB facilitating the practice efforts bringing together representatives from the six Heart of Brooklyn member institutions to consider how they might collaborate on listening to concerns of the community. Our parallel efforts provided process review for these meetings, and independent studies that asked the community how they perceived value across four topic areas. The results of this project were published at the end of December 2012 as: Fraser, J., Gupta, R. Plemons, K., Rank, S.J. & Scarlott, J. (2012). BSCN Stakeholders' and Brooklyn Residents' Perceptions of Public Value Received from HOB Brooklyn NY: Heart of Brooklyn.

Our second collaboration emerged from our evaluation efforts with the Stroud Water Research Center's Model My Watershed software tool for supporting youth learning about earth science. The project afforded us the opportunity to collaborate with PEER Associates, a well respected environmental education evaluation firm based in New Hampshire. For this project, we were able to explore two contrasting pedagogical approaches to evaluation, our more academic focus on building knowledge about a topic, and our partner organizations more organic approach to evaluation. In this case, our group worked toward an external independent assessment of phenomena while our colleague at PEER Associates undertook qualitative observation and note taking. We discovered a variety of synergies between our approaches and look forward to future collaborative ventures with this group.

Our third collaboration involved an opportunity through a contract made possible through the Institute for Learning Innovation to Game Gurus Ltd., a global leader in learning game design, to develop a unique online tool to help environmental educators think through their program goals and outcomes. This research tool was the hallmark of a presentation by Drs. Rupu Gupta and John Fraser at the American Evaluation Association meeting where we presented a session entitled More and Fuzzier Logic Models, alongside EPA evaluator Dr. Matt Keene. The online tool (ecologymap.org) allows a natural way of organizing thinking about objectives and provokes the user to consider how actions might be intuitively linked or connected to multiple outcomes. Unlike the reductive efforts of logic modeling that force discrete naming of categories, this tool allows users to “mess around” and play with their ideas in a more fluid and lyrical way. Our collaboration with Game Gurus allowed us the freedom to create a learning tool that benefitted from game design, literacy tools that our staff will continue to deploy as we develop new tools to support good critical thinking through our work.

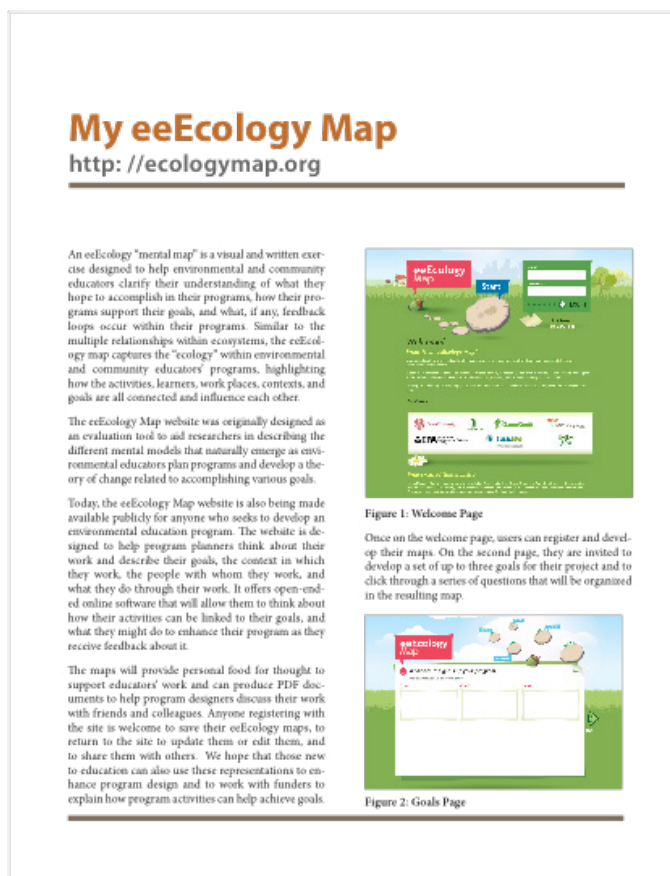


Figure 6: Mental models software developed for EECapacity

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.

This year's efforts to support critical thinking have borne a great deal of fruit. We highlight in this section some key questions that we've asked and some of the publications that we hope will stimulate conversation in years to come.

In 2012, NewKnowledge provided sponsoring funds to support the 2012 Visitor Studies Association Annual Conference held in Raleigh NC, and gave a donation to support the Association of Zoos and Aquariums Conservation Endowment Fund. These funds recognize the ongoing work of aligned organizations that support research and evaluation related to cultural advancement and the efforts to protect the biosphere on which human life depends.

NewKnowledge also sponsored three public programs that engaged audiences with some of the core questions facing society today:

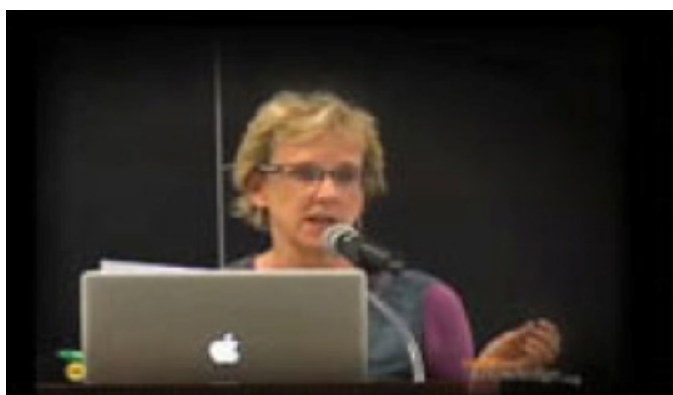


Figure 7: Eleanor Hartney addressed issues of artists as social change agents at the City as Living Laboratory for Sustainability in Urban Design.

On Tuesday, June 5, 2012, NewKnowledge co-hosted a public forum in collaboration with the CUNY Institute for Sustainable Cities (CISC) and Mary Miss Studio at Hunter College. The program asked the question: "As the Earth's human population becomes predominantly urban, cities hold an important key to the future of environmental conservation and sustainability initiatives. What is the role of the public in this conversation?" The program offered

a critical examination of the art installation at Montefiore Park in upper Manhattan in October 2011, part of Mary Miss/City as Living Laboratory's BROADWAY: 1000 Steps program to engage the public as science learners whose behaviors, actions, and decisions have direct impact on the environment.



The City as Living Lab panel discussion explored research into public art as a foundation for informal science learning in public spaces. The collaboration between Dr. John Fraser, conservation psychologist and President & CEO of NewKnowledge and artist Mary Miss examined the emerging role of artists and visual thinkers as catalysts for conversations between scientists, "place-makers," and the public. The discussion was moderated by Nancy Princenthal, art critic and former senior editor of *Art in America* with panelists Patricia Phillips, Dean of Graduate Studies, Rhode Island School of Design; Eleanor Hartney, art critic; Tom Finkelpearl, Executive Director, The Queens Museum of Art; and Niels Van Tomme, curator, critic, and Director of Arts and Media, Provisions Learning Project. Opening remarks were provided by Professor William Solecki, Ph.D., Director, CUNY Institute for Sustainable Cities, Hunter College; Dr. John Fraser, President & CEO for NewKnowledge; and Mary Miss, artist.



Figure 8: A passer-by takes in part of the City as Living Lab installation.



Figure 9: View of the City as Living Laboratory Installation

In October 2012 and still in the aftermath of SuperStorm Sandy, NewKnowledge co-hosted a salon with the Web of Life Foundation at the Cornell Club in downtown New York entitled: Vision of a Sustainable Future: Making the Theoretical Real? This invitation event convened eight thought leaders from across the political spectrum to consider “Can we imagine a future world in any tangible form or are we asking people to buy into a theoretical construct about the future that is simply a fantasy we can’t articulate?” Thought leaders at this session included Maggie Bryan, Media Buyer at

Starcom; Hazel Clark, Research Chair in Fashion at Parsons The New School for Design; Ron Diorio, Artist, Film-maker, Vice-President for Business Development and Innovation at The Economist Digital; Stuart Firestein, Professor and Chair, Department of Biological Sciences, Columbia University and author of *Ignorance, why it drives science*; John Fraser, President & CEO, NewKnowledge.org; Laxmi Ramasubramanian, Associate Professor, Department of Urban Affairs and Planning at Hunter College CUNY; Michael Sorkin, Distinguished Professor of Architecture and Director of the Graduate Program in Urban Design at the City College of New York, Owner, Michael Sorkin Studio; and Joe Zammit-Lucia, Artist, Author, and independent scholar, President, Web Of Life Foundation. Transcripts of this session are forthcoming from the Web of Life Foundation.



Figure 10: Dr. Fraser presenting at the Bear Mountain Symposium on the Future of Zoos.

NewKnowledge sponsored and John Fraser delivered the Keynote speech “21st Century Experiences” at the “Re-imagining Trailside, Museums & Zoo Best Practices in Natural History Institutions and outdoor interpretation” symposium convened in part with support from the Institute of Museum and Library Services at Bear Mountain New York.

Our website resources page and National Science Digital Library pages continued to expand, with publication of our EcologyMap.org tool to help environmental educators explore their program goals, our teachers guide for introducing students to competing perspectives on environmental education and the records of our work with the City as Living Laboratory project. Our first year publications continued to challenge thinking in how knowledge is acquired and acted upon.

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.

NewKnowledge made substantial efforts to fulfill its goals as an academic research institute. We secured over 25 projects representing deep exploration across all four of our core foci. In concert with this work, we also sought out staff from a broad range of academic and professional backgrounds to leverage different perspectives on the work we were undertaking.

As a collaborative team, we worked to define a more porous relationship with the colleges, universities, non-profit and commercial consulting groups to enrich the focus and broaden the base on which we build our work. We have encouraged our team to explore; support and promote the personal and professional growth and sought to align our staff and project partners that fulfill our academic passions.

During the 2012 year, a number of our staff held adjunct academic appointments where they worked to nurture the next generation of researchers. John Fraser was teaching conservation psychology at both Columbia University and Hunter College. Karen Plemons accepted a position teaching evaluation at Seton Hall, Kenneth Lo taught Health Communication at Long Island University and Research Fellow Marie Keem taught research methods courses at Montclair University in New Jersey.

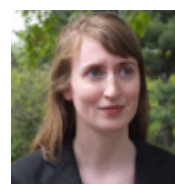
During the summer of 2012, NewKnowledge also welcomed our first international academic scholar, Santi (Joy) Saypanya, who was a first year doctoral student at Cornell University who attended training in qualitative research methods at our New York office.

Our staff attended a number of professional development workshops and represented the organization at numerous conferences. Highlights include our ground-breaking efforts to apply fuzzy logic to understanding mental models was presented at the American Evaluation Association as part of an overall program on environmental education, and a feature presentation on the Future of Zoos by John Fraser at a symposium convened by Canisius College.

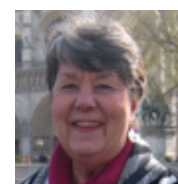
2012 Staff



John Fraser, PhD AIA
President & CEO



Karen Plemons
Manager



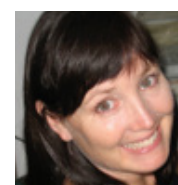
Beverly Sheppard
Director,
City Learning Initiatives



Rupanwita Gupta PhD
Analyst



Shelley J. Rank
Researcher



Laura Tietjen
Researcher



Jennifer Scarlott
Writer/Editor



Kenneth Lo
Researcher

Research Fellows



Marie Keem, PhD



Santi (Joy) Saypanya

GOAL 6 | Financial Sustainability

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

NewKnowledge provides primary research, evaluation, monitoring, and planning support for organizations that seek to advance the public good. We do so by providing research, monitoring and evaluation to questions that challenge our society. Our Monitoring & Evaluation (M&E) promotes deeper understanding of ways to solve new or existing problems and test the validity of programs and goals. As a tax-exempt non-profit charitable research organization, our funding in the first year was primarily derived from grants and contract services with a modest \$737 in gifted revenue from like-minded organizations who sought out our work prior to receiving federal recognition of our charitable status.

At the end of our first year, an IRS application for non-profit status was approved for submission by the Board of Trustees on 13 April 2012. The application was developed in consultation with an outside accounting advisor, Jane Dunne, and with the pro-bono expert legal counsel of Samuel Ntonme of Skadden Arps Slate Meaghan & Flom. The application was submitted at the end of April 2012 and was approved retroactively in March 2013 for the fiscal 2012 year.

At the conclusion of 2012, our total support and revenue totaled \$713,687, including \$50,000 in pro-bono and gifted services, loans to cover start-up costs at \$56,000 and contract service fees of \$662,950. These costs represented a significant achievement where our income and receivables at the end of the first year constituted a break-even start of significant scale.

In our first year, 24% of our income was received through two sources, the North American Association for Environmental Education (NAAEE), and the Institute for Learning Innovation in fulfillment of our work as research and evaluation partners on EECapacity. EECapacity is an assistant agreement between the United States Environmental Protection Agency and Cornell University focused on helping the environmental education community more broadly represent the cultural diversity of the US. While a substantial portion of our income was derived from this one source at start-up, the new sources of funding that were secured during the fiscal year show promise to continue to add diversity to our portfolio. This ongoing project is subject to annual renewal from the federal government, but

that funding has been confirmed as secure through our fiscal 2014 and does not pose a financial risk to the organization.

Our auditor, Gary S. Eisenkraft, CPA, found that our organization is fiscally healthy, a finding that is rather good news given the current state of the US economy and our quick growth. In the first year, the organization invested heavily in a robust financial management system that resulted in some challenges that were reflected in the auditors notes and represent a core focus moving forward in 2013.

Gary S. Eisenkraft

Certified Public Accountant

271 Madison Avenue, Suite 1105, New York, N.Y. 10016
Telephone (212) 689-2655 Fax (646) 619-4723
gary@eisenkraftcpa.com

Independent Auditor's Report

To the Board of Trustees
of New Knowledge Organization Ltd.

I have audited the accompanying financial statements of New Knowledge Organization Ltd., the statement of financial position as of December 31, 2012, the related Statements of Activities, Cash Flows, and Functional Expenses for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New Knowledge Organization Ltd., as of December 31, 2012, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

September 16, 2013



Assets 2012**Current Assets**

Contract service fees receivable	\$ 222,918
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Liabilities and Net Assets**Current Liabilities**

Cash overdraft	\$12,354
Accounts payable and accrued expenses	94,085
Loans payable	<u>56,000</u>
	162,439

Net Assets

Unrestricted	\$60,479
	<u>\$222,918</u>

Support and Revenue

Contract service fees	\$ 662,950
Contributions – cash	737
Contributions – services	<u>50,000</u>
Total support and revenue	\$ 713,687

Expenses

Program services	<u>\$ 399,347</u>
Supporting services:	
General administrative	\$ 229,303
Fund-raising	<u>24,558</u>
	\$ 253,861

Total expenses	\$ 653,208
----------------	------------

Increase in net assets	60,479
Beginning net assets	--
Ending net assets	\$ 60,479

Cash Flows from Operating Activities

Increase in net assets	\$ 60,479
Adjustment to reconcile changes in net assets to net cash used by operating activities:	
Increase in:	
Contract service fees	(244,737)
Increase in:	
Cash overdraft	12,354
Accounts payable and accrued expenses	<u>94,085</u>
Net cash used by operating activities	\$ (77,819)

Cash Flows from Financing Activities

Proceeds from loans payable	<u>\$ 56,000</u>
Net cash provided by financing activities	\$ 56,000

Increase in Cash	--
Beginning Cash	--
Ending Cash	\$ <u> </u>

Supplemental Disclosure of Cash Flow Information

Cash paid during the year for interest	<u>\$1,087</u>
--	----------------

Statement of Functional Services

	Program Services	Supporting Services		Total
		General & Administrative	Fund-raising	
Salaries and wages	234,932	84,238	18,501	337,671
Payroll taxes and employee benefits	24,894	8,926	1,960	35,780
Payroll processing fees and other	2,628	942	207	3,777
Professional fees	36,570	110,783	1,424	148,777
Travel, meals and lodging	29,249	6,543	-	35,792
Survey tools	21,885	-	-	21,885
Electronic supplies	14,355	4,781	1,050	20,186
Occupancy	10,420	3,736	821	14,977
Conference registration	6,415	1,435	-	7,850
Insurance	-	4,253	-	4,253
Office supplies	3,390	646	142	4,177
Miscellaneous and other	3,520	415	91	4,026
Stipends	3,326	-	-	3,326
Participant support	3,097	-	-	3,097
Membership dues and subscriptions	1,592	571	155	2,318
Telephone	1,413	483	106	2,002
Interest expense	-	1,087	-	1,087
Website & email	623	224	49	896
Postage & shipping	603	84	18	705
Promotions	435	156	34	625
	399,347	229,303	24,558	653,208

Note 1:**Nature of Activities & Summary of Significant Accounting Policies**

New Knowledge Organization Ltd. helps cultural, educational, research, health, environmental and free-choice learning organizations to expand their programs in ways that increase social knowledge, positive lived experiences, and ecological harmony.

NewKnowledge provides primary research, monitoring and evaluation (M&E), and planning support for institutions' programs, offering a variety of essential resources to advance our partners' activities and goals.

New Knowledge Organization Ltd. was incorporated in the State of New York in 2012.

Cash and Equivalents

For the purposes of the statements of cash flows, the organization considers all highly liquid investments available for current use with an initial maturity of three months or less to be cash equivalents.

Basis of Accounting

The financial statements have been prepared on an accrual basis of accounting in accordance with generally accepted accounting principles.

Revenue

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted, depending on the existence and / or nature of any donor restrictions. New Knowledge Organization Ltd. has not received any contributions with donor-imposed restrictions that would result in permanently restricted net assets.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Functional Allocation of Expenses

The costs of providing various program and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the program and supporting services benefitted.

Property and Equipment

Property and equipment are recorded at cost. Depreciation is provided on the straight line method over the estimated useful lives of the assets.

Income Taxes

New Knowledge Organization Ltd. is exempt from income taxes under section 501(c)(3) of the Internal Revenue Code. Therefore, no provision for income taxes has been made in the accompanying financial statements.

Subsequent Events

In preparing the financial statements, New Knowledge Organization Ltd. has evaluated subsequent events and transactions for potential recognition or disclosure through August 31st, 2013, the date the financial statements were available to be issued.

Concentrations

Approximately 24% of contract service fees receivable were from one organization at December 31, 2012.

Note 2:**Contract Service Fees Receivable**

Contract service fees receivable at December 31st, 2012 totaled \$ 222,918. All receivables were expected to be collected, therefore no allowance for uncollectable accounts is considered necessary.

Note 3:**Loans Payable**

Loan 1	\$ 36,000
Loan 2	<u>20,000</u>
	\$ 56,000

Loan 1: On February 9, 2012, New Knowledge Organization Ltd. was granted a loan by its executive director in an amount not to exceed \$40,000 bearing interest at an annual percentage rate of 3.25%. The maturity date was December 30, 2012. As of December 31, 2012 the outstanding balance was \$36,000. As of August 31, 2013, this amount has yet to be repaid.

Loan 2: A loan in the amount of \$20,000 was payable to New Knowledge Organization Ltd.'s executive director. It does not bear interest and has no fixed maturity date.

Note 4:**Donated Services**

Donated services are recorded as in-kind donations at their estimated fair values at the date of receipt. Donated services consisted of:

Consulting	\$ 40,000
Legal services	<u>10,000</u>
	\$ 50,000

Note 5:**Employee Benefits**

New Knowledge Organization Ltd. maintains a 401(k) retirement plan. NewKnowledge contributes 1% and matches eligible contributions up to a maximum of 1%.

Note 6:**Related Party Transaction**

New Knowledge Organization Ltd. leased office space from the executive director. Rent paid was \$14,977 for the year ended December 31st, 2012.

Board of Trustees

Marilyn Hoyt, Acting Chair, Secretary and Member of the Finance Committee

Nora de la Serna, Treasurer and Chair of the Finance Committee

Paul Boyle, PhD, Trustee

Judy Koke, Trustee and Member of the Finance Committee

Julia Mair, Trustee

Staff

John Fraser, PhD AIA. President & CEO

Karen Plemons, Manager

Beverly Sheppard, Director, City Learning Initiatives

Rupanwita Gupta, PhD, Analyst

Kenneth Lo, M.U.P. Researcher

Shelley J. Rank, M.A. Researcher

Jennifer Scarlott, Writer/Editor

Laura Tietjen, Researcher

Marie Keem, PhD Research Fellow

Santi (Joy) Sanpanya, Research Fellow

Project Partners and Funders for 2012

- Cornell University, Department of Natural Resources,
- Civic Ecology Lab
- North American Association of Environmental Education
- Stroud Water Research Center
- The Nature Conservancy
- Longwood Gardens
- Brooklyn Botanic Gardens
- The National Aquarium
- New England Aquarium
- North Carolina Aquarium at Fort Fisher in collaboration with DREAMS of Wilmington
- SeaWorld Parks and Entertainment
- Mystic Seaport
- Mary Miss Studio & City as Living Laboratory
- Hunter College of City University New York
- Sacramento State University
- California Environmental Legacy Project
- Educational Game Environments Group (EdGE) at TERC
- The Ocean Project
- Jane Clarke Chermeyeff and Associates
- Children's National Medical Center, Children's Research Institute and the National Children's Museum
- Heart of Brooklyn
- WolfBrown
- New York Hall of Science
- Museum of Science and Industry
- The Cloud Institute
- Green Hammer
- Web of Life Foundation
- Pennsylvania State University
- PEER Associates
- GameGurus
- Institute for Learning Innovation



tel: (347) 766-3399
349 Fifth Ave., Suite 405
New York NY 10016

New Knowledge Organization Ltd.
Facing Society's Grand Challenges Head On