2022 Annual Report





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Knology practical social science for a better world

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A Dream Fulfilled

At the close of 2022, I reflect on eleven years as the founding President & CEO and senior research officer for Knology. I could not be more proud of what we've accomplished.

At founding, our board identified a gap in the nonprofit sector: the need for agnostic social science expertise that could partner with social change organizations. Our remit from that group of visionaries was to provide social science research to the nonprofit, government, and for-profit sectors that could help accelerate social justice, environmental security, and better decision-making. Born around a small dinner table in December 2011, we were incorporated in New York State within two months. And since then, we've done some amazing work.



Dr. John Fraser welcomes new CEO Dr. Christine Reich

After changing our name thanks to input from trusted partners, we secured a global trademark, refined our strategic plan, and built durable partnerships with an extraordinary array of non-profit and governmental groups. We became, as one of our partners called us, *"a good addiction"* that helps other organizations do more and do better.

Our work advances the mission of producing practical social science for a better world, but people make it possible. Since founding, we've all grown as researchers and steadily improved our practices. That growth would not have been possible without the efforts of every single team member—whether it be interns who joined us for a season, those who shaped our trajectory and went on to new ventures, or those team members who have dedicated their careers to Knology and continue to be the backbone of our operations. Our annual reports have always recognized each person who was part of our team that year. That team has made Knology the force it is today.

Knology has always been fortunate to have a board whose efforts far exceed what I have seen at other non-profits. Through 2021, as the pandemic drew to a close, our board worked tirelessly to map our expansion opportunities and growth potential. I met each week with at least one of our committees to think about growth and next steps. By 2022, it was clear to me that our strengths would be best leveraged under new leadership. I thank our board for collaborating with me to identify a new leader who could help Knology reach the potential we could all see. Under the new leadership of Dr. Christine Reich, Knology's future is bright.

This annual report demonstrates that Knology is a clear leader in practical social science for a better world and has only just started to show what it can do.

John Fraser, Ph.D. AIA Founding President & CEO

A Note from the Chair

They say that the only constant in life is change. This maxim certainly rings true for this past year at Knology. We said a fond farewell to Dr. John Fraser, who founded Knology around his dining room table a decade ago and, with a fabulous team, grew it into the organization it is today. We are extremely excited for Dr. Fraser as he begins a new adventure in Alaska, where he will serve as Director of Mission Impact at the SeaLife Center in Seward, Alaska.



Adam J. Wasserman, J.D. Chair

While saying goodbye to Dr. Fraser is bittersweet, we are very fortunate to warmly welcome Dr. Christine

Reich (who had previously served as the Chief Learning Officer at the Museum of Science in Boston) to lead Knology into its next chapter. Dr. Reich is an extremely accomplished researcher and non-profit leader with more than 25 years of experience. At the Museum of Science, she founded and directed the institution's Research and Evaluation Department, spearheaded the museum's accessibility efforts, and led the development of numerous wide-reaching informal learning experiences—such as the Science Behind Pixar exhibition and the Mission:Mars Roblox game, each of which have reached millions of people across the country and around the world. Dr. Reich has also played a leading role in developing national museum networks. Among her many accomplishments, she founded the Collaboration for Ongoing Visitor Experience Studies (COVES) program, which unites museums across the country for the purpose of collecting, analyzing, and reporting on visitor experience data.

The whole Knology team and I could not be more excited to have Dr. Reich on board as our new CEO. She is energetic, strategic, thoughtful, and (to use a term from Boston, where she lives) *"wicked smart."* But, just as important, she is a firm proponent of Knology's mission: *"practical social science for a better world."*

As we look toward the future, I am confident that Knology is poised for new and even greater success. Not only is this because of the foundation that Dr. Fraser built and the new ideas and leadership that Dr. Reich will bring, but also because of the amazing talents of the entire Knology team—our staff, board, and many partners who form the backbone of our research. Working together, I am excited to see all that the next chapter brings.

Adam J. Wasserman, J.D. Chair



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

Thinking critically means questioning ingrained assumptions and examining our preconceived notions. In 2022, we used our critical thinking skills to interrogate a number of beliefs, behaviors, and social arrangements. Three illustrations of this work include:

Are Libraries Neutral? A Media Analysis

As part of our work with the American Library Association's "Libraries Transforming Communities" initiative, we looked at news media coverage of US libraries. These institutions are often portrayed as "safe" and "neutral," and many libraries idealize these concepts. But as our research shows, there are instances in which creating "safety" and "neutrality" might actually cause harm.

https://knology.org/article/are-libraries-neutral-a-media-analysis/

Moral Motives & STEM-informed Action

In 2022, we hosted a conference that brought together theorists and science communicators to discuss what moves people from learning to action. Much of STEM education today revolves around the goal of helping people make decisions informed by scientific knowledge. But does knowledge alone inspire these actions? What role might a desire to protect and care for others (that is, our *moral motives*) play? The conference revealed that the moral motives model has implications for actions related to a wide variety of STEM topics—from climate change to infectious disease management to child development.

https://knology.org/article/moral-motives-stem-informed-action/

Numbers in the News

Numbers are everywhere in the news. To support the development of media content that helps news users gain confidence and competence with numbers and data, members of our Meaningful Math team (a collaboration with PBS NewsHour) studied the effect that small changes to real news stories had on audience comprehension of statistical concepts and figures. Among other things, we found that sidebars can help explain complex topics, that numerical values are best understood when accompanied by words, and that representing uncertainty in quantitative terms can be helpful.

https://knology.org/article/numbers-in-the-news-social-desirability-bias/

https://knology.org/article/how-many-is-a-large-group-interpreting-ambiguous-quantitative-statements/

https://knology.org/article/numbers-in-the-news-inflation-explanations/

Inform & Shape Action

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

Producing actionable research is about more than simply translating social science knowledge into practitioner-friendly language. Recognizing that the research-to-practice continuum is a two-way street, we collaborate with partners to ground our work in specific practical contexts, producing co-created knowledge that responds to real-world concerns. Examples of this from 2022 include:

Number Soup: Case Studies of Quantitatively-Dense News

To understand how journalists and media organizations make use of numbers and statistics, we published a study with our PBS NewsHour colleagues examining the characteristics of quantitatively-dense news stories. Our research showed that journalists often take numbers for granted and assume high levels of statistical literacy among audiences. Putting these findings to work, we issued a series of recommendations (which were cited by *Nieman Lab*) to help journalists and media organizations promote public understanding of numbers and statistics.

https://knology.org/article/number-soup-case-studies-of-quantitatively-dense-news/

A Proposed Climate Empowerment Theory of Change

Efforts to combat climate change are widespread across the US, but at present, the country is not on track to meet its goal of reducing emissions by 50% by 2030. One reason for this is that the organizations, networks, and communities engaged in climate change work lack sufficient tools for coordinating, aligning, and monitoring their efforts. To enable greater cooperation and collaboration, we proposed a Climate Empowerment Theory of Change (co-developed by a panel of experts from government, academia, advocacy, and industry) that can be used to create the social infrastructure needed to advance more connected, collective climate action across communities, states, and regions.

https://knology.org/article/proposed-climate-empowerment-theory-of-change/

The Role of Urban Libraries in Entrepreneurship

Urban libraries are increasingly creating programs to support patrons' entrepreneurial efforts. Through a grant from the Ewing Marion Kauffman Foundation, we published a paper exploring how communities engage with these programs. Our research showed that library-based business programs can help reduce systemic barriers that prevent members of historically and persistently excluded groups from participating in entrepreneurship and also highlighted areas for future growth in this important area of library services.

https://knology.org/article/the-role-of-urban-libraries-in-entrepreneurship-a-white-paper/



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

We seek to incorporate Diversity, Equity, Access, and Inclusion (DEAI) into all aspects of our work, and to build a workplace that reflects these principles. For more on our DEAI commitments, please see *https://knology.org/about/diversity-equity-access-inclusion/*

In 2022, we made progress toward this goal by: (1) encouraging research that foregrounds the concerns of historically and persistently excluded groups; (2) initiating and supporting projects that advance DEAI goals; (3) equipping partners with the knowledge and tools needed to achieve their own DEAI goals. Three examples of this work include:

Breaking Racial Barriers in STEM and Health Learning

Initiated by Children's National Hospital, "Discover SCIENCE with Dr. Bear" seeks to broaden access to STEM, health literacy, and medical careers among Black, African American, and Latinx youth. Our evaluation showed that Discover SCIENCE helped children in these communities gain a sense of belonging in STEM, which suggests that the project can help reverse the under-representation of racially minoritized populations in the STEM and health professions.

https://knology.org/article/breaking-racial-barriers-in-health-and-stem-education

Enhancing Library Accessibility

Libraries have historically been champions of accessibility, and in recent decades, they have redesigned both their physical spaces and their institutional services to better meet the needs of all people. To help libraries further reduce barriers to access, we published a resource called "Accessibility in Libraries: A Landscape Review." Exploring recent scholarship on this topic, this document also discusses a variety of online tools library workers can use to meet the needs of patrons with disabilities.

https://knology.org/article/enhancing-library-accessibility/

Museum Virtual Programming after COVID-19

In 2022, we began a new partnership with the Association of Children's Museums and the Rockman et al Cooperative on a project exploring virtual programming in a post-COVID world. Centered in principles of equity and inclusion, the project positions the creation of online games, podcasts, videos, and live-streamed events as a way to reach new audiences—including those who have historically lacked access to children's museums.

https://knology.org/article/museum-virtual-programming-after-covid-19/



Invest in people and organizations working toward a common good.

In order to produce social science research that both informs and is informed by practice, it is essential to have strong relationships with partners across a variety of fields and sectors. In 2022, we invested in research-practice partnerships with a number of individuals, communities, and institutions. Examples of this work include:

Searching for Justice: Spotlights

The PBS NewsHour project "Searching for Justice" advances the conversation on criminal justice reform by shining a light on something the media typically overlooks: the difficulties formerly incarcerated individuals face upon reentering society. In support of this work, we published a series of "Spotlight" features profiling the work of three individuals active within the reentry sector: Troy Ketchmore, Taylor Paul, and Dr. John Ducksworth. These profiles (which can be found on the landing page below) offer insights into post-carceral life and highlight new directions for combatting the various forms of "invisible punishment" that formerly incarcerated people face.

https://knology.org/article/searching-for-justice

Advancing Research on Financial Education Interventions

Personal finance courses are becoming a norm for students across the US. To understand the impact these courses are having on financial well-being, in 2018, we initiated a project with the National Endowment for Financial Education (NEFE) called "A New History of Investment Across the United States." In 2022, we built on this work by launching a fellowship program to help a small group of emerging scholars use the project's resources to contribute to a new wave of financial education research. Six scholars participated in the program, and their work offers guidance on how to optimize financial education mandates.

https://knology.org/article/advancing-research-on-financial-education-interventions/

Forum on Climate Science, Children, and the Media

In 2022, members of the National Science Foundation's Design and Discovery Forum hosted an online event designed to advance the conversation on climate science education for youth. The event's goal was to discover ways for media professionals and scientific experts to jointly develop climate-themed educational resources for children ages 5-11. Among those participating in these discussions was Dr. John Fraser, who helped moderate a panel dedicated to exploring the behavioral aspects of climate change, along with the different ways educators and the media can create materials that focus on living in adaptive systems.

https://knology.org/article/design-discovery-forum-on-climate-science-children-and-the-media/



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

To better understand our impacts, in 2022, we undertook research aimed at measuring Knology's social value. We also produced a series of documents outlining our work process and the collaborative research ideals we strive toward. Examples of this work include:

Understanding our Work Process

In 2022, we published an article highlighting some of the methods, approaches, and processes that drive our engagement with the real-world issues at the core of our work. This document also explains how we work with our partners, the varied outputs that result from our research-to-practice collaborations, and the impacts we are having.

https://knology.org/article/understanding-our-work-process/

Transdisciplinarity

Transdisciplinarity is at the core of our research model. In 2022, we produced a collaborative document that highlights the advantages of a transdisciplinary approach to research—which allows us to focus on topics and problems (rather than isolated disciplinary matters), to address big questions about human values, behaviors, norms, experiences, and systems, and to work at the intersections of theory and practice.

https://knology.org/article/transdisciplinarity

Our Academic Impacts

In 2022, we undertook a three-year assessment of our academic impacts, looking at where our peer-reviewed work is being cited and how other researchers are engaging with us in scholarly contexts. This review indicated that our work has cross-disciplinary appeal, a global reach, and is being used by scholars at many different stages of their careers.

https://knology.org/article/our-academic-impacts/

Our Social Impacts

In addition to documenting our academic impacts, we created a new space on the Knology website for highlighting some of the broader social impacts of our work. Our social impacts statement highlights specific ways we have transformed scholarly knowledge into practical, concrete, evidence-based actionable interventions. In order to help us assess our own performance as an organization, we aligned these examples with our five strategic goals.

https://knology.org/about/our-impacts



Financial Stability

In 2022, Knology turned inward to invest in our long-term vision as staff and the board contemplated and planned for a post-founder reality. Through the year, Knology used some of its reserves to fund this transition. Overall, Knology closed the fiscal year in strong financial standing with project work holding steady and partnerships thriving.

PKF O'Connor Davis performed our 2022 audit and issued an unmodified opinion. We summarize our financial standing on the following pages. The full audit is available on request.

Statement of Financial Position

Assets		
	2022	2021
Cash and cash equivalents	\$ 673,689	\$ 687,394
Contract service fees receivable	181,092	168,161
Prepaid expenses	22,623	22,893
Security deposits	24,670	24,670
Right of use assets – operating lease, net	236,554	-
Property and equipment, net	11,523	24,514
Total assets	\$ 1,150,151	\$ 927,632
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 67,633	\$ 60,088
Lease payable	273,301	-
Deferred rent	-	45,452

147,026

487,960

662,191

\$ 1,150,151

144,015

249,555

678,077

\$ 927,632

Unearned revenue

Total liabilities

Net assets with donor restrictions

Total liabilities and net assets

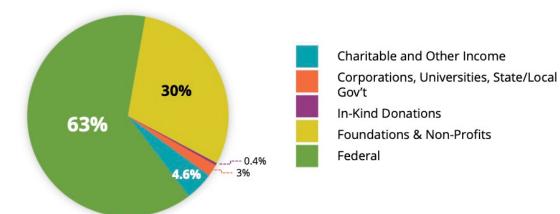


Statement of Activities

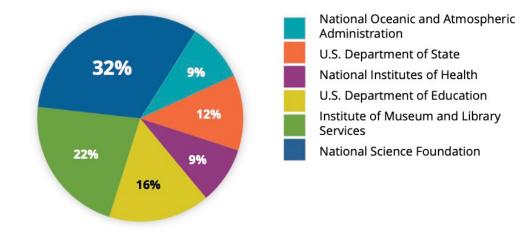
Support and Revenue	2022	2021
Contract service fees	\$ 1,322,647	\$ 1,443,429
Contributions	52.011	60,829
Government grant (CARES Act / PPP Loan)	-	193,617
In-kind contributions*	5,102	10,617
Other	9,188	10,084
Total support and revenue	1,388,948	1,718,576
Expenses		
Program services	753,150	854,658
Supporting activities		
Management and general	496,127	402,035
Fundraising	155,557	119,718
Total supporting activities	651,684	521,753
Total expenses	1,404,834	1,376,411
Increase (decrease) in net assets	(15,886)	342,165
Net assets without donor restrictions, beginning of year	678,077	335,912
	\$ 662,191	\$ 678,077

* Excluding in-kind donation of office space from January through June 2021 provided by GFP Real Estate LLC, the landlords for our New York offices. The in-kind donation of office space from October through December 2020 is included.

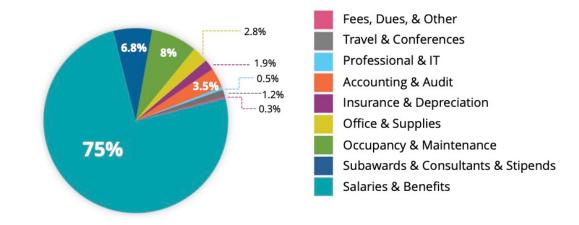
Sources of Revenue



Distribution of **Federal Funding**



Distribution of **Functional Expenses**





Staff

Bennett Attaway, B.S. Researcher Jena Barchas-Lichtenstein, Ph.D. Researcher Elliott Bowen, Ph.D. Writing & Communications Lead Joanna Laursen Brucker, Ed.M. Chief Operating Officer

Johann Chacko, Researcher

James Cribbs, M.A., Writer

Ian Dougherty, CPA Chief Financial Officer

Shaun Field, M.A. Programs Manager & Researcher

John Fraser, Ph.D., AIA. President & CEO Olivia Killingsworth, Finance Team Nicole LaMarca, M.A. Project Manager & Researcher Rebecca Norlander, Ph.D. Researcher Melina Sherman, Ph.D. Researcher Uduak Grace Thomas, M.A., Writer & Manager of Communications Laura Tietjen, M.A. Researcher & Administrator John Voiklis, Ph.D. Researcher

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Peer Reviewed

- Barchas-Lichtenstein, J. (2022). A three-dimensional model of news recirculation: Towards a unified understanding of news sharing. *Journalism Studies, 24*(2), 153-171. https://doi.org/10.1080/1461670X.2022.2150264
- Barchas-Lichtenstein, J., Voiklis, J., Attaway, B., Santhanam, L., Parson, P., Thomas, U.G., Isaacs-Thomas, I., Ishwar, S., & Fraser, J. (2022). Number soup: Case studies of quantitatively dense news. *Journalism Practice*. https://doi.org/10.1080/17512786.2022.2099954
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- Voiklis, J., Barchas-Lichtenstein, J., Attaway, B., Thomas, U.G., Ishwar, S., Parson, P., Santhanam, L., & Isaacs-Thomas, I. (2022). Surveying the landscape of numbers in U.S. news. *Numeracy*, *15*(1), Article 2. https://doi.org/10.5038/1936-4660.15.1.1406

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- Coleman, L.-E. S., Fraser, J., & Doering, Z.D. (2022). Save the Ukrainian people first: They carry their culture in their hearts. *Curator: The Museum Journal*, *65*(1), 5-14.
- Fraser, J. (2022). Museum languages. Curator: The Museum Journal, 65(2), 229-230.
- Fraser, J. (2022). History and self-determination. Curator: The Museum Journal, 65(3), 477-478.
- Fraser, J. (2022). Authorship, ethics, and community-based museum research. *Curator: The Museum Journal*, *65*(4), 725-728.

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Global Media Makers Year 5

- Barchas-Lichtenstein, J., Brucker, J.L. & LaMarca, N. (2022). Fall 2021 Virtual Workshops. Knology Publication #DOS.172.732.02. Knology.
- Barchas-Lichtenstein, J., Gupta, R., Cribbs, J., Thomas, U.G., Attaway, E., Brucker, J.L., & LaMarca, N. (2022).
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 #DOS.172.613.04. Knology.
- Barchas-Lichtenstein, J., Brucker, J.L., LaMarca, N., Gupta, R., Nock, K., Ardalan, N., & Chacko, J. (2022). Global Media Makers Year 5 summative report: Film mentorship in uncertain times. Knology Publication #DOS.172.613.05. Knology.



Global Media Makers Year 6

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Global Media Makers Year 7

- Barchas-Lichtenstein, J., Brucker, J.L., & LaMarca, N. (2022). Evaluation Kickoff. Knology Publication #DOS.172.783.01. Knology.
- Barchas-Lichtenstein, J., Brucker, J. L., & LaMarca, N. (2022). Summer 2022 outreach opportunities. Knology Publication #DOS.172.783.02. Knology.

Coding With Empathy Challenge

Norlander, R. J., Field, S., Attaway, B., & Voiklis, J. (2022). Evaluation of the Coding with Empathy Challenge: A promising foundation. Knology Publication #DOS.184.830.01. Knology.

Including Neurodiversity in Foundational and Applied Computational Thinking

- Barchas-Lichtenstein, J., Attaway, B., Brucker, J. L., & Field, S. (2022). INFACT activity feedback. Knology Publication #EDU.051.602.02. Knology.
- Attaway, B., & Voiklis, J. (2022). INFACT Efficacy Report. Knology Publication #EDU.051.602.03. Knology.

Building Secondary English Learner Educator and Administrator Leadership

- Barchas-Lichtenstein, J., Attaway, B., Voiklis, J., & Brucker, J.L. (2022). B-SEAL for Multilingual Learners: Year 1 Evaluation Report. Knology Publication #EDU.055.795.01. Knology.
- Attaway, B., Barchas-Lichtenstein, J., Voiklis, J., & Brucker, J.L. (2022). B-SEAL for Multilingual Learners: Year 1 Evaluation Report Appendix. Knology Publication #EDU.055.795.01-A. Knology.
- Barchas-Lichtenstein, J., & Brucker, J. L. (2022). B-SEAL Y1 Presentation of Findings. Knology Publication #EDU.055.795.02. Knology.

ACM Trends Reports Series

- Field, S., Voiklis, J., Thomas, U.G., Attaway, E., Musser, A., & ACM Staff (2022). Museums in a Pandemic: Confidence in Meeting Operational Needs. ACM Trends 4(14). Knology & Association of Children's Museums.
- Field, S., Fraser, J., Thomas, U.G., Voiklis, J., & ACM Staff (2022). The Expanding Role of Virtual Programming in Children's Museums. ACM Trends 5(1). Knology & Association of Children's Museums.
- Field, S. Voiklis, J., Attaway, B., Fraser, J. & Bowen, E. (2022). Value Pricing and the Cultivation of Public Trust. ACM Trends 6(1). Knology & Association of Children's Museums.
- Burg, S. (2022). Parents & Caregivers Preferences for Virtual Programming. ACM Trends 5(2). Knology & Association of Children's Museums.
- Voiklis, J. (2022). Key Concepts: Trust. ACM Trends 5(3). Knology & Association of Children's Museums.
- National Children's Museum Staff (2022). Virtual Programming in Action: National Children's Museum. ACM Trends 5(4). Knology & Association of Children's Museums.



Wild Where We Live: Online and Experiential Enrichment for Early Learning Support

Norlander, R. J. (2022). Baseline Staff Focus Group Briefing. Knology Publication #IML.121.851.01. Knology.

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PBS NewsHour: Health Literacy

Voiklis, J., Attaway, B., Barchas-Lichtenstein, J., LaMarca, N., Thomas U. G., & Fraser, J. (2022). Health news to improve awareness of public health topics. Knology Publication #NIH.100.098.12. Knology.

Discover SCIENCE with Dr. Bear

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Mentored Experience to Expand Opportunities in Research

Field, S., Norlander, R.J., & Thomas, U.G. (2022). Recapping Year 5 & Planning for the Future. Knology Publication #NIH.090.362.05. Knology.

Resilient Schools Consortium

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Expanding Capacity of the National Network for Ocean and Climate Change Interpretation: Training Enhancement, Network Resilience, and Equitable, Inclusive Outreach

LaMarca, N., Chacko, J. & Fraser, J. (2022). NNOCCI Expansion: JEDI Evaluation Brief. Knology Publication #NOA.204.799.01. Knology.

Climate Empowerment Theories of Change and Logic Models

Niepold, F., Fraser, J., Crim, H., & Field, S., (Eds.) (2022). A proposed climate empowerment theory of change for the United States of America, its territories, protectorates and the sovereign nations within its borders. Knology. https://bit.ly/ClimateEmpowerment_ToC

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