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 non-profit 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 non-profit, 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.

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.

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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Critical Thinking

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/](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.


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

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.


**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.


**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.

Embody DEAI

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.


**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.

Strengthen Alliances

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](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/](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.

Refine Our Model

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

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 673,689</td>
<td>$ 687,394</td>
</tr>
<tr>
<td>Contract service fees receivable</td>
<td>181,092</td>
<td>168,161</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>22,623</td>
<td>22,893</td>
</tr>
<tr>
<td>Security deposits</td>
<td>24,670</td>
<td>24,670</td>
</tr>
<tr>
<td>Right of use assets – operating lease, net</td>
<td>236,554</td>
<td>-</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>11,523</td>
<td>24,514</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$ 1,150,151</strong></td>
<td><strong>$ 927,632</strong></td>
</tr>
</tbody>
</table>

Liabilities and Net Assets

Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 67,633</td>
<td>$ 60,088</td>
</tr>
<tr>
<td>Lease payable</td>
<td>273,301</td>
<td>-</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>-</td>
<td>45,452</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>147,026</td>
<td>144,015</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>487,960</strong></td>
<td><strong>249,555</strong></td>
</tr>
</tbody>
</table>

Net assets with donor restrictions

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>662,191</td>
<td>678,077</td>
<td></td>
</tr>
</tbody>
</table>

**Total liabilities and net assets**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ 1,150,151</strong></td>
<td><strong>$ 927,632</strong></td>
<td></td>
</tr>
</tbody>
</table>
Statement of Activities

**Support and Revenue**

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract service fees</td>
<td>$ 1,322,647</td>
<td>$ 1,443,429</td>
</tr>
<tr>
<td>Contributions</td>
<td>52,011</td>
<td>60,829</td>
</tr>
<tr>
<td>Government grant (CARES Act / PPP Loan)</td>
<td>-</td>
<td>193,617</td>
</tr>
<tr>
<td>In-kind contributions*</td>
<td>5,102</td>
<td>10,617</td>
</tr>
<tr>
<td>Other</td>
<td>9,188</td>
<td>10,084</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>1,388,948</strong></td>
<td><strong>1,718,576</strong></td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>753,150</td>
<td>854,658</td>
</tr>
<tr>
<td>Supporting activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>496,127</td>
<td>402,035</td>
</tr>
<tr>
<td>Fundraising</td>
<td>155,557</td>
<td>119,718</td>
</tr>
<tr>
<td><strong>Total supporting activities</strong></td>
<td><strong>651,684</strong></td>
<td><strong>521,753</strong></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>1,404,834</strong></td>
<td><strong>1,376,411</strong></td>
</tr>
<tr>
<td><strong>Increase (decrease) in net assets</strong></td>
<td><strong>(15,886)</strong></td>
<td><strong>342,165</strong></td>
</tr>
</tbody>
</table>

**Net assets without donor restrictions,**
**beginning of year**

<table>
<thead>
<tr>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>$678,077</td>
<td>$335,912</td>
</tr>
</tbody>
</table>
| Net assets without donor restrictions,**
**end of year**

<table>
<thead>
<tr>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>$662,191</td>
<td>$678,077</td>
</tr>
</tbody>
</table>

* 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.
2022 Knology Team

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

Board of Trustees

Adam Wasserman, J.D., Board Chair, Audit Committee Chair
Carolyn Gray, Vice-Chair, Research Integrity Officer
Jenna Hayes, J.D., Secretary, Legal Committee Chair
Thomas Graham, Ph.D., Treasurer, Finance Committee Chair
Jeanne Achille, Trustee
Kashif Akhter, Trustee
Robert Davis DVM, Trustee
Batool Hussain, Trustee

Antoinette La Belle, Trustee
Manoj Panjwani, Trustee, Growth Committee Chair
Greg Parets, J.D., Trustee
Evangelos Perros, Trustee
Suzanne Salomon, Trustee
Leonard P. Singh, Trustee
Jack Sanderson, Trustee, Organizational Development Committee Chair
Anna Soubbotina, Trustee
John Fraser, Ph.D., AIA, President & CEO (ex officio)

Research Fellows

Nezam Ardalan, M.A.
Audrey Barbakoff, Ph.D.
Joseph de la Torre Dwyer, Ph.D.
Ed Greene, Ph.D.
Joseph Fridman, M.A.
Erwin de Leon, Ph.D.
William Lynn, Ph.D.
Kin Kong, Ph.D.
Reyhaneh Maktoufi, Ph.D.
Lavanya Murali Ph.D.

Christina Shane-Simpson, M.A., Ph.D.
Beverly K. Sheppard, M.A.
Shelley Stern, LCSW, Ed.M.
Peer Reviewed

https://doi.org/10.1080/1461670X.2022.2150264


https://doi.org/10.17723/2327-9702-85.2.443


https://doi.org/10.5038/1936-4660.15.1.1406

Editorials


Publications for Professionals

Global Media Makers Year 5


Global Media Makers Year 6

Global Media Makers Year 7

Coding With Empathy Challenge

Including Neurodiversity in Foundational and Applied Computational Thinking

Building Secondary English Learner Educator and Administrator Leadership

ACM Trends Reports Series
**Wild Where We Live: Online and Experiential Enrichment for Early Learning Support**


**PBS NewsHour: Health Literacy**


**Discover SCIENCE with Dr. Bear**


**Mentored Experience to Expand Opportunities in Research**


**Resilient Schools Consortium**


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


**Climate Empowerment Theories of Change and Logic Models**


**Thinking Money for Kids**


**Libraries as Entrepreneurial Hubs**


Measuring What Matters

NEFE Database & Mapping Tool Training Resources

Libraries Transforming Communities: Accessible Small and Rural Libraries

Empatico Framework & Theory of Change

Meaningful Math

UniVRsal Access: Broadening Participation in Informal STEM Learning through Virtual Reality