



ANNUAL REPORT 2024

Knology®

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WELCOME LETTER

In our increasingly complex, ever-changing world, more and more organizations are recognizing that the best way to strengthen our communities is to work together. As these organizations seek to break out of their silos, they're looking to forge partnerships that can help them see beyond the resources, approaches, opportunities, and solutions they're already familiar with. They're increasingly interested in learning about how participation in multi-disciplinary, cross-sector coalitions can lead to shared understandings of the problems we face — and shared agendas for solving them.

At Knology, we believe that collaborations are essential to facilitating change. Through partnerships with a diverse network of national partners, we bridge research and action to create evidence-based insights and tools others can use to amplify their impacts. Working together with media creators, libraries, museums, schools, community organizations, game developers, influencers, and others committed to advancing informal and formal learning, we reduce the gap between research and practice, solving real world challenges in real time.

To formalize the multiple approaches we use to connect research and action through collaboration, in 2024, we documented our [Theory of Change](#). This model highlights five pathways we employ to affect change: (1) researching innovations; (2) building evaluation capacity; (3) facilitating data democratization; (4) involving communities; *and* (5) building cross-sector networks. Within each of these dimensions, we begin by identifying partners' needs, and then collaborate with them to create evidence-based tools and insights that respond to these needs. We then share what we've jointly created within and across the professional networks tied to our areas of expertise. To achieve scale, we work with these networks to bring leaders together across fields in ways that allow organizations to collaboratively address shared challenges. This approach allows us to bridge research and action in ways that amplify partners' impacts and foster the creation of more informed, collaborative, equitable, and sustainable communities.

To build these communities, the institutions within them need to be **trustworthy**, to practice **prosociality**, to serve people with **equity**, and to be **responsive** to societal changes. Our 2024 annual report offers examples of how we put our Theory of Change into motion across each of these four areas. We hope these prove inspirational, and help give rise to new ideas for how we can all work together to build a better world for everyone.

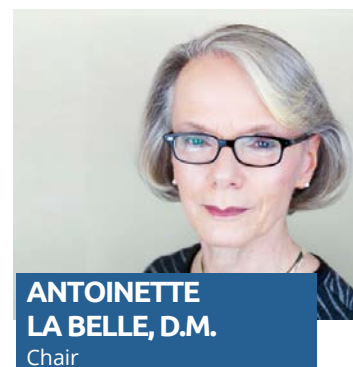
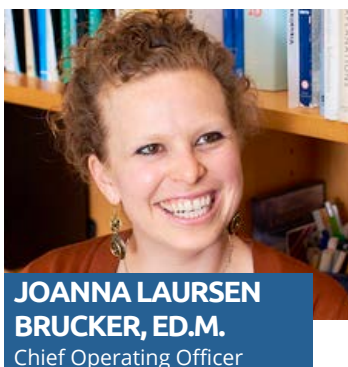


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ABOUT KNOLOGY

Knology is a non-profit research organization that leverages social science to drive positive change. Knology's approach to research is not just theoretical — we work alongside highly networked organizations (including professional associations, media creators, libraries, museums, game developers, and community groups) to simultaneously study and solve real world challenges in real time. Through research, evaluation, convenings, and capacity building workshops, our transdisciplinary team of social scientists, writers, and educators helps professionals improve their ability to facilitate understanding and advance public conversation. Our work empowers education and communications professionals through research-based insights, tools, and resources that can be used to amplify impacts and generate shared community understandings that open new pathways to action.

TRUSTWORTHINESS

One of our key aims is to help partners answer the question, *“How do I become worthy of others’ trust?”* Below, we share evidence of progress toward this goal.

In an introductory [“Trust 101”](#) piece, we presented an overview of key findings from decades of research on this topic. This article shares foundational knowledge for addressing a variety of concerns related to trust, along with practical advice on how to build trust with audiences.

We also looked at how trust-building efforts can strengthen relationships between institutions and communities. In an IMLS-funded collaboration with the Association of Children’s Museums and the Rockman et al Cooperative, [we explored specific trust-building practices and strategies](#) museums use to engage in-person and virtual visitors. Our research indicates that museums are prioritizing actions that demonstrate benevolence and integrity — and that rely on partnerships to create feelings of familiarity and attachment (affinity).

We also launched a new project called [“Culture of Trust.”](#) A collaboration with the Association of Science and Technology Centers and the Association of Children’s Museums, the project is funded by the Innovation Resource Center for Human Resources. Its goal is to give nonprofit organizations strategies for improving leader-staff interactions around contentious issues. Through a literature review, an analysis of news stories documenting internal museum disputes, and interviews with museum professionals, we’ll be generating practical, actionable insights and tools that organizations can make use of to build internal trust when discussions of climate change, racism, unionization, and other divisive topics enter the workplace.





PROSOCIALITY

Our research seeks to help partners identify ways to practice and cultivate altruism, empathy, and other prosocial values and behaviors. Below, we highlight projects that helped us advance this work.

In keeping with research showing that community partnerships can help strengthen existing systems of social support, we published a report offering guidance on [how libraries and museums — two community pillars — can work together to more effectively meet community needs](#). Our report shares real-world examples of effective library-museum collaboration, highlights promising areas for future collaborations, and advances a general formula for partnership success.

Through an IMLS-funded collaboration with the American Library Association called “[National Impact of Library Public Programming Assessment](#)” (NILPPA), we created a [toolkit](#) libraries can use to establish, evaluate, and strengthen relationships with other organizations. Through use of this free resource, libraries can add a collaborative dimension to their ongoing efforts to knit communities together through bonds of care, compassion, and cooperation.

In 2025, we'll be launching a project called “[Building Resilience Together: Strengthening Children's Museums for Bereaved Families](#).” Launched in collaboration with the Association of Children's Museums (ACM), and with the support of the New York Life Foundation, the project's goal is to develop evidence-based methods for helping children's museums (and other community institutions) provide bereavement care to youth grieving the death of a loved one. Findings from our research will be shared through a series of ACM *Trends* reports.

EQUITY

By developing strategies for centering marginalized voices, we seek to foster more equitable public discourse. Below, we highlight work tied to this goal.

Through an NSF-funded project called “[Black Representation: Authoring STEM Stories for Climate Risk Preparedness](#),” we brought together professionals from a wide variety of fields to develop strategies for creating media that helps Black families and their children discuss, prepare for, and respond to a multitude of environmental threats. The project’s outputs — including a podcast series, a resource library, and a toolkit — laid a foundation for building climate storyworlds that affirm Black life and nurture Black children’s connections with the natural world.

In another NSF-funded project called “[Research Infrastructure for Informal STEM Education](#),” we brought together experts in varied fields to discuss ways to gather and analyze data speaking to the full range of informal science learning (ISL) experiences across the country. Our deliberations yielded a new vision for a research infrastructure that would increase collaboration between ISL researchers, practitioners, and community organizations in ways that set the stage for stronger ISL programming for all.

Through evaluation of an IMLS initiative called “[Museums for All](#),” we documented the strategies participating institutions are using to help people in underserved communities become regular museum-goers. Our evaluation offers lessons that all cultural institutions can use to reduce financial entry barriers.

With the American Library Association, we published two case studies documenting libraries in rural [New Hampshire](#) and [Missouri](#) are taking to better serve patrons with disabilities. In 2025, we’ll continue exploring the achievements of small and rural libraries in building more accessible communities.



RESPONSIVENESS

We strive to equip partners with strategies for responding to changing community conditions in real time. Below, we highlight projects in which responsiveness was part of our work.

As part of an NSF-funded project carried out with EdGE at TERC, we conducted a study aimed at [helping product developers craft digitally immersive exhibits that are more responsive to science museums' needs, goals, interests, and expectations](#). Interviews with science museum professionals revealed that these exhibits are most likely to be adopted when they facilitate STEM learning, promote social interaction, are accessible to a wide range of audiences, and do not strain museums' operational capacities.

To support the New England Aquarium's development of an IMLS-funded interdisciplinary wildlife curriculum for use in K-12 schools, we conducted focus groups with high school teachers. [Our findings](#) suggest that if informal learning organizations are to successfully rebuild their relationships with the formal educational sector after COVID-19, they can best begin by learning about post-pandemic changes in teachers' practices.

In issues 7.1 and 7.2 of the IMLS-funded [ACM Trends](#) series, we offered practical guidance on how to harness the power of digital media to create meaningful learning experiences for youth. Based on a review of existing research and reports, these publications highlight the importance of interactivity — that is, content that encourages users to interact with other people and the world around them — for supporting learning.

We also trained two partners — [The Clark Art Institute and the Center for Brooklyn History](#) — on methods and techniques for capturing meaningful insights from their audiences. By helping these organizations develop effective data collection practices, we supported their efforts to engage broader and more varied publics. In 2025, we will continue offering [capacity-building workshops](#) aimed at helping partners take advantage of new opportunities and more effectively respond to changing conditions in their work.



FINANCIAL STABILITY

Knology maintained a strong, stable financial position throughout 2024. In addition to investing in new and varied funding sources, our federal funding levels remained strong. We embarked on a number of new projects and partnerships, and are well positioned to enter 2025.

Knology received a number of ERC Tax Credits in 2024.

CPKF O'Connor Davis conducted our 2024 audit and issued an unmodified opinion. We summarize our financial standing on the following pages. The full audit is available upon request.

Statement of Financial Position

Assets

	2024	2023
Cash and cash equivalents	\$ 633,327	\$ 364,745
Contract service fees receivable	338,799	316,718
Employee retention tax credit receivable	257,287	---
Prepaid expenses	6,167	8,309
Security deposits	24,670	24,670
Right of use assets – operating lease, net	65,890	138,665
Furniture, equipment, and leasehold improvements, net	1,056	6,290
Total assets	\$ 1,327,196	\$ 859,397

Liabilities and Net Assets

Liabilities	2024	2023
Accounts payable and accrued expenses	\$ 98,298	\$ 83,188
Lease payable	75,783	157,433
Unearned revenue	302,695	93,485
Total liabilities	476,776	334,106
Net assets	850,420	525,291
Without donor restrictions	\$ 1,327,196	\$ 859,397

Statement of Activities

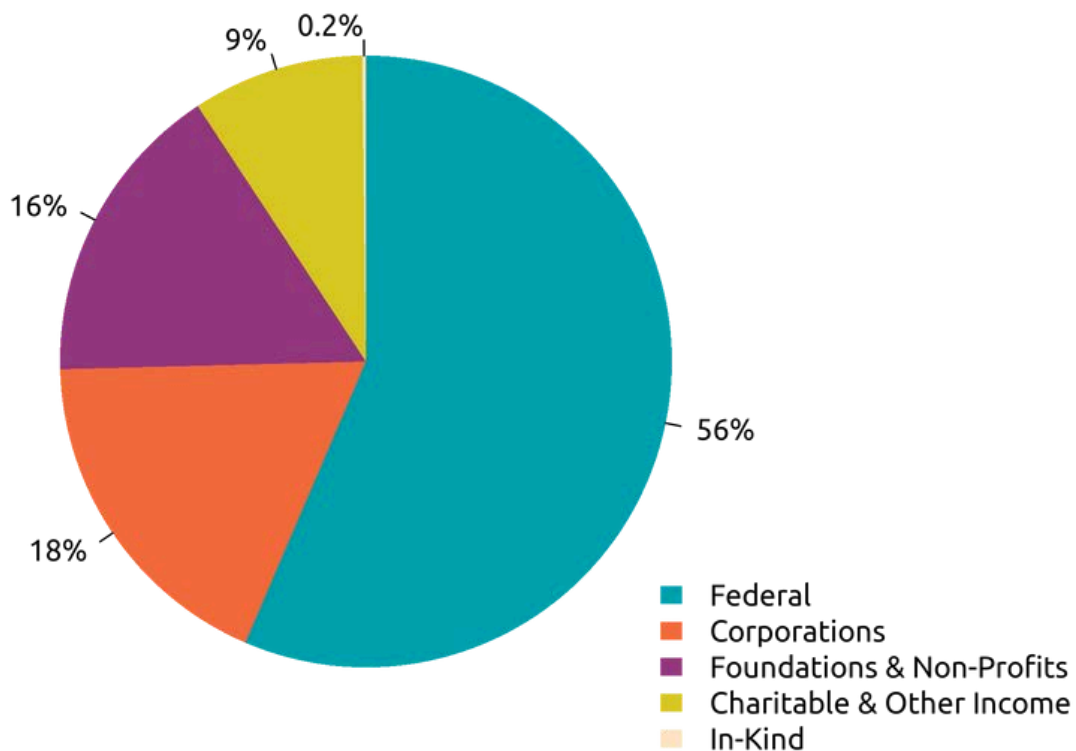
Support and Revenue

	2024	2023
Contract service fees	\$ 1,439,906	\$ 1,364,538
Contributed non-financial assets	4,540	6,400
Contributions	127,562	55,335
Employee retention tax credit	332,002	---
Other income	16,910	20,576
Total support and revenue	\$ 1,920,920	\$ 1,446,849

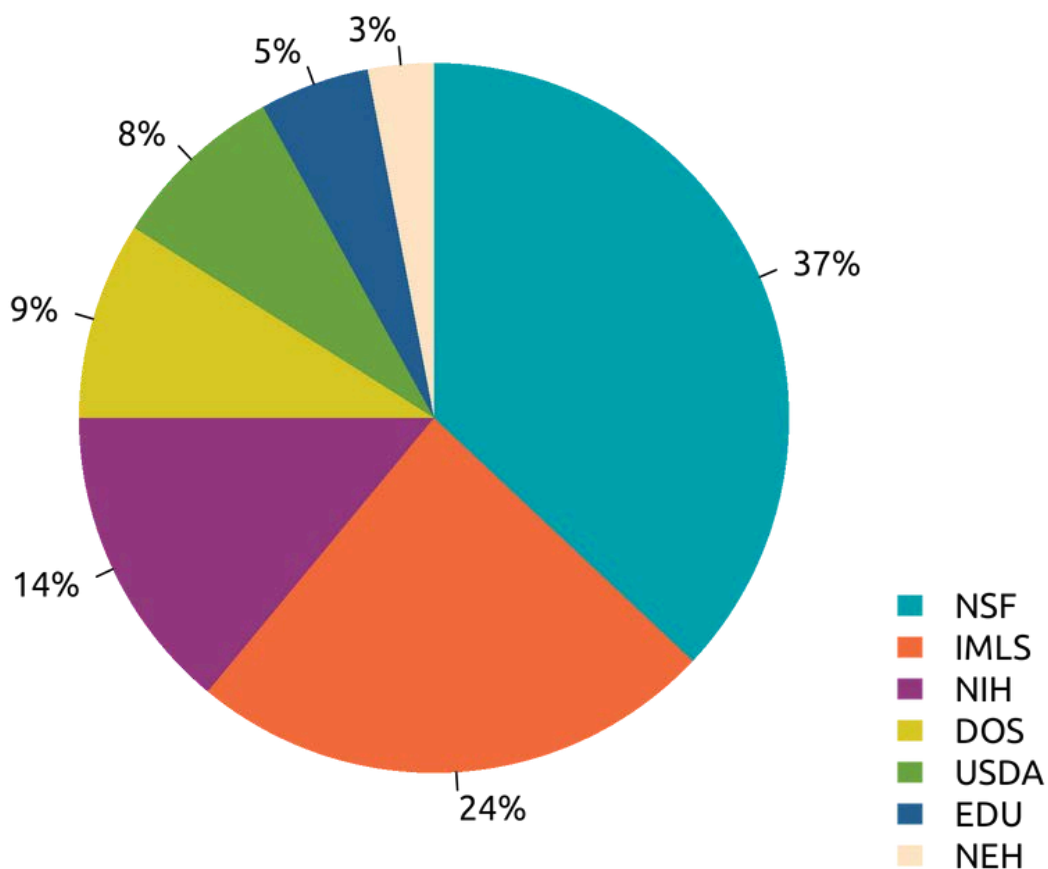
Expenses

	2024	2023
Program services	\$ 927,978	\$ 800,076
Supporting services		
Management and general	481,233	531,838
Fundraising	186,580	251,835
Total supporting services	667,813	783,673
Total expenses	\$ 1,595,791	\$ 1,583,749
Change in net assets	325,129	(136,900)
Net assets without donor restrictions, beginning of year	525,291	662,191
Net assets without donor restrictions, end of year	\$ 850,420	\$ 525,291

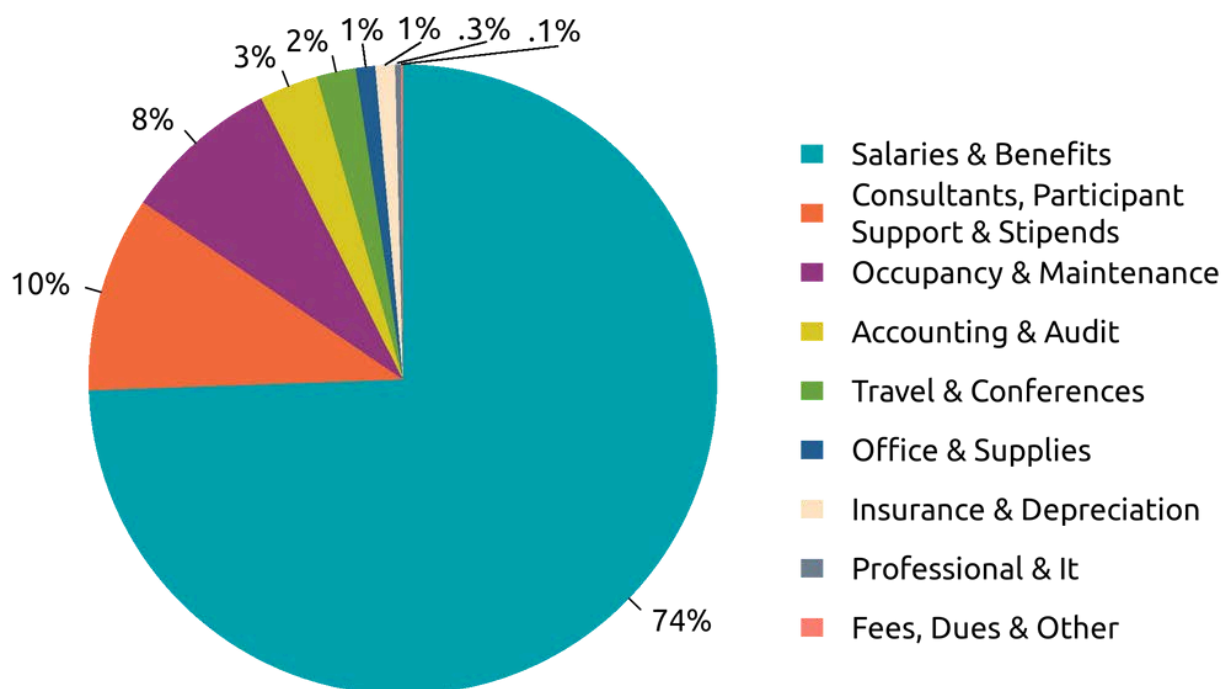
Distribution of Revenue Sources



Distribution of Federal Funding



Distribution of Functional Expenses



2024

KNOLOGY TEAM



Staff

Christine Reich, Ph.D. Chief Executive Officer

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Shaun Field, M.A. Researcher & Programs Manager

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Nicole LaMarca, M.A. Researcher & Project Manager

Rebecca Norlander, Ph.D. Principal Researcher

Rachel Sawdy, M.Ed. Research Intern

Melina Sherman, Ph.D. Researcher

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Laura Tietjen, M.F.A. Employee Wellness & Accounts Manager

John Voiklis, Ph.D. Principal Researcher

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K.T. Todd, Ph.D.

2024

PUBLICATIONS

Peer Reviewed

Asbell-Clarke, J., Dahlstrom-Hakki, I., Voiklis, J., Attaway, B., Barchas-Lichtenstein, J., Edwards, T., Bardar, E., Robillard, T., Paulson, K., Grover, S., Israel, M., Ke, F., & Weintrop, D. (2024). Including Neurodiversity in Foundational and Applied Computational Thinking (INFACT): A program for inclusive classrooms in grades 3-8. *Frontiers in Education*, 9, 1358492. <https://doi.org/10.3389/educ.2024.1358492>

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Barry Joseph Consulting & Knology. (2024). National educators survey topline. Knology Publication #EDU.215.939.02. Knology.



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