

Institute for Nonprofit News

Annual Report 2015

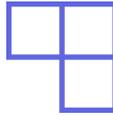
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Letter from the Chair of the Board

We are pleased to report that this past year has been a series of successes in both the increased services provided to INN members and the renewed and generous support by foundations for our efforts.

Critical to those successes has been our hiring of a highly experienced and skilled new CEO in Sue Cross, who has brought a steady hand to day-to-day operations while working with the board on effective strategic planning.

Meanwhile, we have made significant progress on expanding our board and its diversity. We also passed a bylaw change this year that will result in more board members elected by INN's organizations to ensure INN stays responsive to its members' needs.

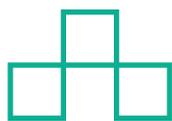
In the coming year, INN will continue to embrace innovative approaches as it provides the necessary business training and technical services to ensure our members can thrive in the new and constantly disrupted media world.

As I step down as board chair this year, I am more convinced than ever of the need for INN and its crucial support for independent nonprofit journalism.

With best regards,

Brant Houston

Chair, Board of Directors



Letter from the CEO

INN works toward a time when all people, in every community, have access to credible news.

Increasingly it is nonprofit news organizations that will provide that news.

INN members together form the broadest U.S. field of newsrooms focused on public service journalism, and the field is growing in number and impact.

That has meant a year of growth for INN by every measure – in members, reach, and in the training, services and support INN provides. It has meant a year of transition, as INN rebooted and reorganized to serve this broader network.

I joined INN in September 2015, a few months into the fiscal year covered here. The gains in this report reflect superb efforts by all of the INN staff, as well as a tremendous amount of hands-on work by Chair Brant Houston and every member of your INN board.

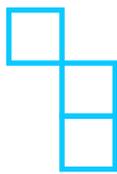
No one has a magic bullet when it comes to the economics of investigative and other public service reporting, but nonprofits do have clear advantages and distinctions: Longer runways to sustainability, frequently more stable leadership and ownership, a culture of innovation and experimentation, and the ability to focus on issues critical to their communities.

I'm inspired not only by the superb journalism this network produces but by the fearless, forward-looking, sheer drive of INN members.

"Mission driven" has become a catchphrase, but what we see and support every day at INN is that drive in action – journalists deeply committed to the communities they report for, taking professional and often personal risks, digging deep, continually experimenting, and reaching out in new ways to involve more people in news and the issues that stitch together our civic life.

It's great work, and we are proud to support and advance it.

Sue Cross
CEO and Executive Director



Member Benefits

INN programs address three fundamental needs that span the nonprofit news field: for direct services that add efficiency and increase the capacity of independent newsrooms, for building business acumen to support this work, and for the network itself – the connections, collaborations, convenings, coaching and mentoring that encourage the rapid exchange of innovation and knowledge.

Our objectives are to ensure that investigative and public service reporting grow in quality and impact, that more diverse communities have access to public interest news; to increase public engagement with and recognition of the value of impactful journalism, and to help nonprofits achieve stable and growing revenue to support reporting that is critical to democracy.

“Institutions are hubs for gathering and aggregating talent; they provide the platforms that help accelerate and sustain social change. Networks are fulcrums for creativity and dissent, beacons of stability, scaffolding for aspiring change makers, and connectors for social innovators.”

Darren Walker

President, Ford Foundation, November 2015

CONNECTING Building the INN Network

The greatest strengths of INN are the shared knowledge and resources of the members themselves.

In seven years, INN has grown from 27 founding organizations to nearly 120 investigative and public service newsrooms. INN research in December 2015 identified roughly 200 nonprofit news organizations in the U.S.; roughly 60 percent

are members of the INN network. Not all of the others meet INN donor transparency requirements. Of those that do, we hope to include many more in membership over the next year.

The board approved 11 new members in 2015. Eight joined in the first half of 2016 and several are in process. More than 10 members are entering transitions from founders to new leadership – a very positive indicator for the health of the sector. We have found 4-5 members that have suspended publication, but churn is low. New members are a mix of well-established nonprofits, for-profits converting to nonprofit and startups. In sum, INN is growing steadily and we expect a significant increase in independent and nonprofit media through 2017.

This year's advances in how INN supports the network:

Provisional membership

In 2016 the INN board approved a new entry point for members, enabling startups to join before they have fiscal sponsorship or 501(c)3 status so they can take advantage of INN resources during their planning and fundraising stages.

Newsletters & INN listserv

INN's weekly newsletters, INNnovation and INN News Nerds, now distribute tips, member success stories, job links, community news and other INN resources to more than 2,000 subscribers. For real-time help and content-sharing — as well as occasional lively debates about best practices and common challenges — INN's listserv gets robust use by executive directors.

Peer groups

We are actively connecting and creating sub-networks of members developing the same types of audiences or focused on common challenges. This is building business knowledge and leading to faster adoption of new business and news approaches. It also fosters editorial collaborations that can produce and share higher quality journalism. The program has drawn about 75 participants since mid-2015. We also are experimenting with more structured, topical peer groups. The first one, on reader revenue, drew nearly 40 organizations to meet by video in February 2016.

"I find the INN e-mails incredibly useful – a rare feat in the land of e-mail. I'm very grateful that INN exists. When I came upon your site I had a eureka moment, a sense of finding my community...I'm full of ideas, inspiration, questions and creative challenges, and the messages from you often synch up with all of that incredibly well."

Amy Martin

Founder, The Threshold,
thresholdpodcast.org

Direct support

Each week, INN staff answer 30-50 individual member queries for help, from making introductions and connections to finding vendor referrals, business services, thinking through strategic or ethical issues, identifying best practices and locating sample documents. We've come to realize that INN's role as a hub for real-time help is a valued program in itself, and from these interactions we also develop evergreen resources and broader initiatives.

SUPPORTING Direct services and resources

News organizations can access a range of direct business and technology services from INN that help them build audience, diversify revenue and lower the costs and risks of journalism. We specialize in meeting the needs of nonprofit newsrooms but also provide services to for-profit news organizations when the work is broadly useful.

"Moving our website to Largo has been hugely positive for Current. Since we began using Largo in April 2015, pageviews have grown 35 percent over the year prior, users have grown by 57 percent and sessions have grown 48 percent. INN's team has been prompt and thorough... I don't know where we'd be without them."

Mike Janssen

Digital Editor, Current.org

Project Largo

Largo is the open source WordPress theme that INN created specifically for news publications. Active use grew to more than 150 sites by late 2015 and members using Largo grew from 29 to 45+ sites from Q4 2014 to Q4 2015. Member sites report they save \$10,000-\$15,000 each by moving to the open source platform, so we calculate we've generated more than \$500,000 in direct value to the sector. Most continue to save several thousand dollars per year each by relying on the Largo platform and INN support. That has two impacts: many report they are able to provide readers with better digital and mobile presentations of their news than they would be able to by building or sourcing site development themselves, and it frees time and money for news coverage. The platform is now serving a combined audience of between 2 million and 2.5 million unique visitors per month, with more than 3 million sessions a month.

Technology consulting

The custom consulting program launched in 2014 to provide IT support to members took off in 2015-16, with more than 4,000 hours of assistance provided in this last year to public and nonprofit media. This service was created to enable organizations to get top-notch tech help if they were not ready to hire their own staff or if they needed extra hands on key projects. It has proved beneficial in two added ways: Custom work for one news outlet often can be shared or adapted for use by other members. And while fees for this tech work are substantially discounted for nonprofits, the revenue does help underwrite weekly free “tech office hours” and supplements the foundation funding we rely on keep the open source platform current and advance news design for web and mobile.

Business consulting

In addition to its general training and resources, INN has provided in-depth strategic and business consulting to members when it aligns with the INN mission of helping high-impact journalism organizations become self-sustaining. In 2015-16, INN completed projects in digital revenue growth for WBUR, business planning for NJ Spotlight and membership and donation options for the Religion News Service. As with our tech consulting, project results or findings are shared across the network whenever applicable.

Fiscal sponsorship

INN offers fiscal sponsorship for news organizations awaiting their 501(c)(3) status, enabling a swift startup period, helping incubate new organizations and managing their finances until they receive exemption. As of mid-year 2016, INN is sponsoring 10 programs. An additional 10 have “graduated” and are now independent operations and one transferred to another sponsor. For the first time, INN was asked to sponsor two established news organizations while they bridged from for-profit to nonprofit corporate structures. INN also has become a member of the National Network of Fiscal Sponsors, which promotes best practices in the field.

Insurance Program

INN facilitated access to media liability insurance for 38 organizations in 2015. Due to changes in the market, we changed brokers and underwriters in mid-2016. While rates are largely determined by individual applications, the INN program improves access and, by leveraging the size of our network, INN members can get a preferred package with policy enhancements that can lower cost and risk. INN also engaged top media insurance experts to provide training and guidance on applying for media insurance. Implementing this training has the potential to save members more on media insurance than they received under previous one-time subsidies. That training is being expanded to include online tips and worksheets that can guide members throughout the process. INN also is expanding the program to include improved access to directors & officers and general liability coverage.

Legal Program

For independent and nonprofit newsrooms, producing journalism is a risky business. They are subject to costly legal cases both to win access to public documents and to defend their reporting. In addition to INN's ongoing partnership with the Reporters Committee for Freedom of the Press to help our members get pro bono representation and advice, INN in 2015 also began working with the Student Press Law Center to improve legal resources. However, we have seen several legal defense programs close over the last two years, and INN will be exploring added options for helping members manage legal risk.

Distribution service

INN members collectively produce 100-150 stories a day. INN helps them share their reporting across the network and beyond to reach millions of readers and viewers. This includes nationwide content sharing via INN's WordPress platform, RSS feeds and listservs; database/syndication agreements. Programs with Newstex and Newsbank in 2015 did not generate significant revenue but did ensure INN member work is archived and accessible via universities, libraries and news databases.

Data applications

Marrying deep data journalism and programming expertise, the INN staff provides custom data journalism project work for members at subsidized rates. This extends data-based journalism capabilities to organizations that may not be large enough to support these specialized skills in-house. 2015-2016 work included data reporting projects for the Midwest Center and Chicago Reporter.

ACCELERATING

Training and capacity-building

INNnovation Fund

In January, we announced our fourth round of winning grants from the INNnovation Fund, supported by Knight Foundation, and supplemented for this round by the Democracy Fund, adding \$200,000 for a total of \$416,000 distributed in 2016. We have had excellent participation from the nonprofit news community (this is not limited to INN membership), with more than 70 applications in the last round. This has been a successful program in terms of helping nonprofit news organizations develop and implement new revenue and audience models as well as implement approaches that are new to their organizations. As the rounds develop they are starting to generate significant experience and findings that can be shared and that will extend through the coming year.

INN Day

To enable members to receive more training than we could with a separate conference, INN holds an INN Day in conjunction with the Investigative Reporters & Editors annual meeting. More than 75 members attended the 2015 sessions on audience development and fundraising, supported by a generous donation from the Ethics & Excellence in Journalism Foundation.

Sprint workshops

More than 35 news organizations participated in “sprint workshops” — intensive, hands-on training where members are guided over a period of three weeks in tackling a key area core to their sustainability or operations. Eight to 10 members spend an hour a week together for 3-4 weeks and work on their project as homework in between classes, guided by their trainer/mentor. Topics so far have included revenue development, audience development and budgeting.

“For those of us who are making the transition from reporters, to editors, to publishers, INN training sessions have been critical and really helpful in working through the challenges and opportunities inherent to our burgeoning industry.”

Norberto Santana Jr.

Publisher, Voice of Orange County,
VoiceofOC.org

Webinars

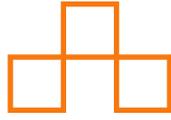
In early 2016, INN launched monthly webinars as part of our Revenue Strategies Training Series. A total of 57 people attended the first two, on grant writing (32) and how to buy media insurance (25). These are substantial events with expert trainers. They are designed to meet member requests for training that can be offered remotely, yet is in-depth, focused and lends itself to swift implementation. Sessions are live-streamed and posted with training materials for later access from the INN.org web site. The training is open to non-members for a modest fee.

Bay Area Video Coalition Training

In 2015 INN for a second year supported eight members’ travel to San Francisco for video production training by experts at the Bay Area Video Coalition. The week-long crash course teaches eight reporters with little or no video experience how to shoot and edit video on the devices they have access to in their newsrooms. INN received a generous contribution from the MacArthur Foundation to fund this training.

Office hours

Free technology “office hours” were increased from monthly to weekly in 2015 to meet growing demand for tech advice and served about 75 news organizations over the course of the year.



Organizational Advances

In addition to the change in leadership, INN made a number of organizational changes in 2015-2016 to support a larger and more diverse membership:

Governance

The INN Board of Directors undertook an in-depth study of the organization's strategic planning and governance, supported by a generous grant from the Democracy Fund, and made a number of updates to the governance structure. Two elected board seats were created, expanding member representation from four to six directors. The board now consists of up to six public directors appointed by the board and six directors elected by the membership. The executive committee was eliminated with the current executive committee serving for one year as a transition committee to the new structure. The board created an audit committee in addition to the finance committee in order to provide added fiscal oversight. The membership committee was converted to a task force that serves as needed on membership standards and qualification issues. INN bylaws were updated in April 2016 to enable the new structure and added board seats are being filled in June 2016.

Staff

INN has seven full-time staff and subcontracts with IRE and the University of Missouri for the full-time services of our data and training director. In 2015 INN converted two part-time positions into one full-time support and documentation post, and as of June 2016 we are converting part-time apprentice positions on the technical team from contract to part-time at-will positions to comply with HR best practices. The apprentice program has been successful in developing tech talent for the industry and expanding the diversity of tech staff within INN and the field. Rather than replace the CFO who left INN in mid-2015, INN resumed outsourcing bookkeeping to Souza & Associates, its previous firm that already was familiar with INN accounts and activities.

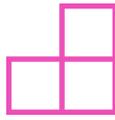
Fiscal controls

Added financial controls implemented by the INN staff and board in 2015-2016 include requiring any contracting of more than \$10,000/year to be approved in advance by the board treasurer/finance committee chair; monthly reporting of all major contracts, adding staff advance approval processes for purchases and travel; standardizing expense processing, document retention and filing systems; adoption

of a whistleblower policy, and creation of a board audit committee. INN also implemented monthly accounts receivable tracking and collection on service fees and adopted policies to suspend INN services work on overdue accounts. On fiscal sponsorship, application standards were tightened to require business plans, budgets and resume review of top officers of all programs seeking sponsorship, as well as ensuring they meet INN membership requirements. Accounting changes include adding monthly calculations of unused vacation as liabilities against assets, and halting routine use of an INN debit card so that every expense is approved before payment is processed.

Facilities & systems

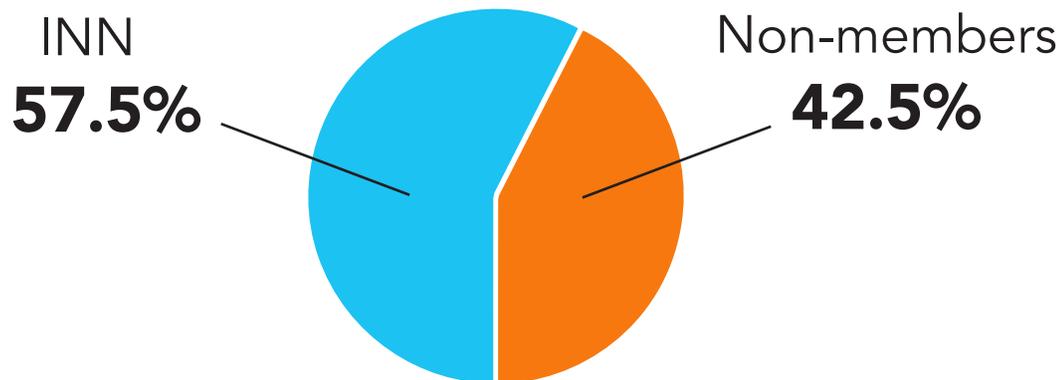
INN closed its Encino, California, office in February 2016 and is in the process of relocating to a more central Los Angeles location. However, we anticipate the majority of INN staff continuing to work remotely. It enables us to minimize infrastructure costs, put more resources into programming, hire outstanding staff and contract with experts who are the best for a project regardless of location. To facilitate this, INN has upgraded timekeeping, billing, project management, video conferencing, e-commerce and document retention software over the last year, as well as adopting updated document retention practices and policies. In 2015 we also began preparatory work for the system upgrades that will enable INN to function more effectively at its current and growing scale, including adoption of a CRM (constituent resource management) database, and full directory services for members. We budget for twice-annual staff meetings in order to support long-distance teamwork.



INN by the Numbers

NONPROFIT NEWS: PROFILE OF THE SECTOR

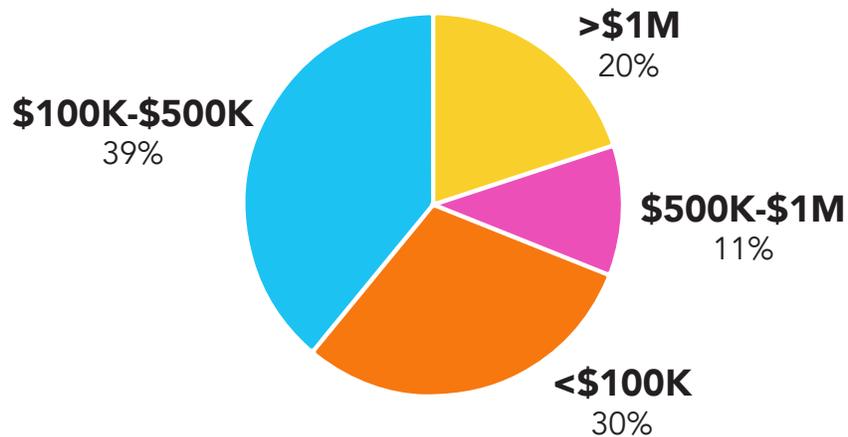
INN share of 200 viable US nonprofit news organizations in 2016 (approximate)



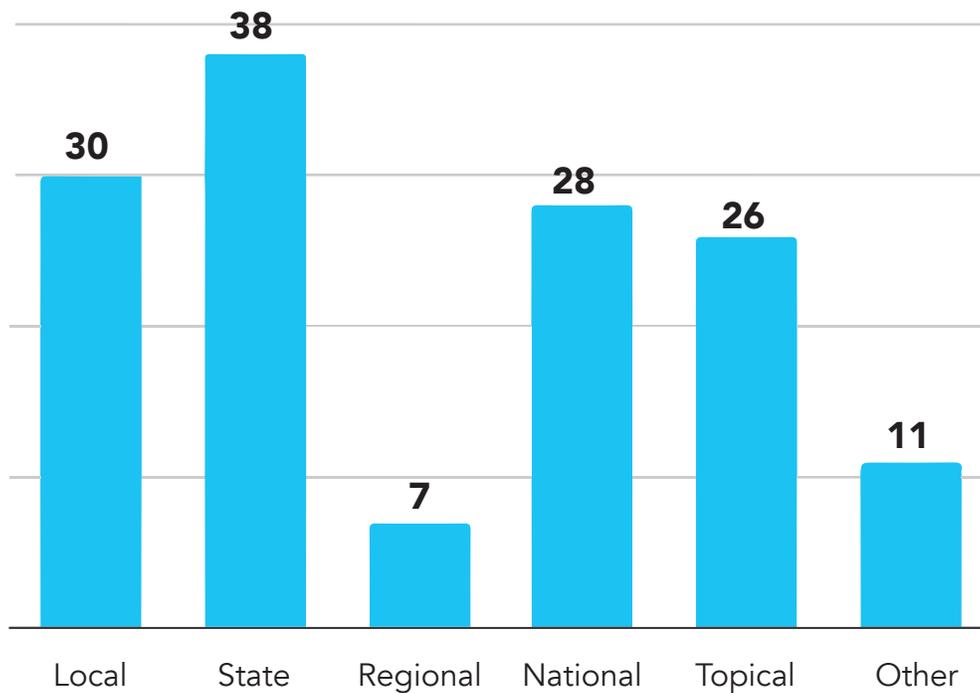
INN MEMBERSHIP PROFILE

The INN network produces investigative, accountability and public service journalism serving a variety of communities and distributed nationally.

Membership by revenue



Membership by audience



MEMBER AUDIENCE STRATEGIES

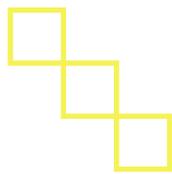
The INN network produces investigative, accountability and public service journalism serving a variety of communities and distributed nationally.

Direct: 52%

We produce news and most people consume it on our own publications. Some is distributed elsewhere but we're focused on building audience for our own publication.

Distributed: 49%

We produce news and distribute it primarily through partners. We may have our own web site or publication but reach many more people through our partners.



Appendix I: INN Membership

100Reporters.....	http://100r.org
Alabama Initiative for Independent Journalism.....	http://birminghamwatch.org
Alicia Patterson Foundation.....	http://aliciapatterson.org
AllDigitocracy.org.....	http://alldigitocracy.org
Arizona Center for Investigative Reporting.....	http://azcir.org
Aspen Journalism.....	http://aspenjournalism.org
Austin Bulldog.....	http://www.theaustinbulldog.org
Baltimore Brew.....	https://www.baltimorebrew.com
Bay Area Video Coalition.....	http://www.bavc.org
Better Government Association.....	http://www.bettergov.org
Bridge Magazine.....	http://bridgemi.com
Carolina Public Press.....	http://www.carolinapublicpress.org
Catalyst Chicago.....	http://www.catalyst-chicago.org
Center for Investigative Reporting.....	http://revealnews.org
Center for Public Integrity.....	http://www.publicintegrity.org
Centro de Periodismo Investigativo.....	http://cpipr.org
Chalkbeat.....	http://chalkbeat.org
Charlottesville Tomorrow.....	http://www.cvilletomorrow.org
ChicagoTalks.....	http://www.chicagotalks.org
City Limits, New York.....	http://www.citylimits.org
CivicLab.....	http://www.civiclab.us
CivicStory.....	http://www.civicstory.org
Colorado Public News.....	http://www.cpt12.org

Connecticut Health Investigative Team.....<http://www.c-hit.org>

CT Mirror.....<http://ctmirror.org>

Current.org.....<http://www.current.org>

Environmental Health News/The Daily Climate..... <http://www.dailyclimate.org>

FairWarning.....<http://www.fairwarning.org>

Florida Bulldog (Broward Bulldog)..... <http://www.floridabulldog.org>

Florida Center for Investigative Reporting..... <http://fcir.org>

Food and Environment Reporting (FERN).....<http://thefern.org>

Fresh Energy/ Midwest Energy News.....<http://midwestenergynews.com>

G.W. Williams Center for Independent
Journalism/Tides Center.....<http://www.tidescenter.org>

Georgia Health News.....<http://www.georgiahealthnews.com>

Georgia News Lab.....<http://georgianewslab.org>

Global Center for Investigative Journalism..... <http://www.gijn.org>

Hidden City Philadelphia.....<http://hiddencityphila.org>

Highlands Current.....<http://highlandscurrent.com>

Honolulu Civil Beat.....<http://www.civilbeat.com>

In These Times/ Institute for Public Affairs..... <http://inthesetimes.com>

Injustice Watch.....<http://injusticewatch.org>

InquireFirst.....<http://hashtag30.org>

InvestigateWest.....<http://invw.org>

Investigative Fund at the Nation Institute..... <http://www.theinvestigativefund.org>

Investigative Newsource.....<http://www.inewsource.org>

Investigative Post..... <http://www.investigativepost.org>

Investigative Reporting Workshop at American
University..... <http://investigativereportingworkshop.org>

Iowa Center for Public Affairs Reporting..... <http://www.iowawatch.org>

Juvenile Justice Information Exchange/
Youth Today.....<http://jjie.org>

Kentucky Center for Investigative Reporting.....<http://wfpl.org>

Kentucky Center for Public Interest Journalism..... <http://www.kycpsj.com>

KHI News Service (Kansas Health Institute)..... <http://www.khi.org>

The Lens..... <http://thelensnola.org>

Maine Center for Public Interest Reporting..... <http://pinetree watchdog.org>

Maplight..... <http://maplight.org>

The Marshall Project..... <http://themarshallproject.org>

Maryland Matters

Maryland Reporter..... <http://marylandreporter.com>

Midwest Center for Investigative Reporting..... <http://www.investigatamidwest.org>

MinnPost.com..... <http://minnpost.org>

Mississippi News and Information Corp..... <http://mississippitoday.org>

Mongabay.org..... <http://www.mongabay.com>

Montana Center for Investigative Reporting..... <http://mtcir.org>

Montana Free Press..... <http://montanafreepress.org>

Mother Jones..... <http://www.motherjones.com>

National Housing Institute/Shelterforce..... <http://shelterforce.org> and
<http://rooflines.org>

National Institute for Computer-Assisted Reporting..... <http://data.nicar.org>

National Institute on Money in State Politics..... <http://www.followthemoney.org>

New England Center for Investigative Reporting..... <http://necir.org>

New Hampshire Center for Public Interest
Journalism..... <http://indepthnh.org>

New Haven Independent..... <http://newhavenindependent.org>

New Mexico In-Depth, Inc..... <http://nmindepth.com>

Newsdesk.org..... <http://www.newsdesk.org>

NJ Spotlight..... <http://www.njspotlight.com>

North Carolina Health News..... <http://www.northcarolinahealthnews.org>

Ohio Center for Investigative Journalism..... <http://eyeonohio.org>

Oklahoma Watch..... <http://oklahomawatch.org>

OpenSecrets..... <http://www.opensecrets.org>

Pacific News Service/New America Media..... <http://newamericamedia.org>

Philadelphia Public School Notebook..... <http://www.thenotebook.org>

ProPublica..... <http://www.propublica.org>

Public Herald..... <http://www.publicherald.org>

PublicSource..... <http://publicsource.org>

Pulitzer Center on Crisis Reporting..... <http://www.pulitzercenter.org>

Raleigh Public Record..... <http://www.raleighpublicrecord.org>

Rivard Report/ San Antonio Report..... <http://www.rivardreport.com>

Rocky Mountain Investigative News Network..... <http://inewsnetwork.org>

San Juan Independent..... <http://sjindependent.org>

Schuster Institute for Investigative Reporting..... <http://www.brandeis.edu/investigate>

Seattle Globalist..... <http://www.seattleglobalist.com>

Sembra Media..... <http://www.sebramedia.com>

San Francisco Public Press..... <http://sfpublicpress.org>

Signcasts..... <http://signcasts.com>

Solitary Watch..... <http://solitarywatch.com>

Solutions Journalism Network..... <http://solutionsjournalism.org>

Southern Investigative Reporting Foundation..... <http://www.sirf-online.org>

St. Louis Public Radio..... <http://news.stlpublicradio.org>

Sunlight Foundation..... <http://sunlightfoundation.com>

Texas Tribune..... <http://www.texastribune.org>

The Anthropocene Magazine (formerly
Environmental Media Lab)..... <http://www.conservationmagazine.org>

The Chicago Bureau..... <http://www.chicago-bureau.org>

The Crime Report..... <http://thecrimereport.org>

The Montana Free Press..... <http://www.montanafreepress.org>

The Reporters, Inc..... <http://www.thereporters.org>

Toni Stabile Center for Investigative Reporting..... <http://stabilecenter.org>

TrueSpeech..... <http://truespeech.org>

TucsonSentinel.com..... <http://www.tucsonsentinel.com>

Twin Cities Media Alliance.....<http://www.tcmediaalliance.org>
Up the Road..... <http://www.uptheroad.org>
Voice of Orange County.....<http://www.voiceofoc.org>
Voice of San Diego.....<http://www.voiceofsandiego.org>
VTDigger.....<http://vtdigger.org>
The War Horse.....<http://thewarhorse.org>
Wisconsin Center for Investigative Journalism.....<http://www.wisconsinwatch.org>
Women's eNews.....<http://womensenews.org>
WXXI LJC Innovation Trail.....<http://www.innovationtrail.org>
WyoFile.....<http://wyofile.com>



Appendix II: INN Supporters

INN thanks its sponsors and partners for their generous financial support of nonprofit news and INN programs:

Craigslist Charitable Fund

Democracy Fund

Ethics and Excellence in Journalism Foundation

John D. & Catherine T. MacArthur Foundation

Laura and John Arnold Foundation

Members of the INN board of directors

Open Society Foundations

Robert R. McCormick Foundation

Rockefeller Brothers Fund

The John S. and James L. Knight Foundation

The Peter and Carmen Lucia Buck Foundation

The Rucker Family Foundation

The William and Flora Hewlett Foundation



Appendix III: INN Staff

Laura Bertocci

Membership Coordinator

Laura Bertocci works to help members make the most of our network by facilitating communication and staying up to date on the wants and needs of the membership.

Prior to joining INN in 2014, Laura worked with former INN-member Mission & State where she experienced first-hand what it's like to build an investigative nonprofit from the ground-up.

Laura has spent time as a photographer on Capitol Hill, a reporter in a small suburban town, a reporter in the big city, and can perform almost every possible task in a newsroom. Laura graduated from Occidental College with a Bachelor's in History and earned acclaim for her research on conflict journalism in the city of Valparaíso, Chile in 2012. Her work has appeared in Patch.com, Forbes, Sociological Images, and Noisy.

Jack Brighton

Manager of Support, Training and Documentation

As INN's Manager of Support, Training and Documentation, Jack Brighton helps INN members take full advantage of the tools we build to level up their technology skills.

Jack comes to INN from Illinois Public Media where he has served many roles during his career in journalism and technology: as a public radio producer and host, multimedia editor, web designer, digital storyteller, and university instructor.

He says his proudest moments come from helping people succeed as journalists and producers at a time of rapid change in media technology and audience behaviors.

Jack has also been deeply involved in media preservation projects funded by the Library of Congress and the Corporation for Public Broadcasting, including the American Archive project and the PBCore Metadata initiative. He has also served on the PBS Digital Advisory Council and the NPR Digital Advisory Working Group, and currently serves on the advisory council of the Public Media Platform.

Sue Cross

CEO and Executive Director

Sue Cross is CEO and executive director of the Institute for Nonprofit News. She joined INN in September 2015 after running Cross Strategy, helping companies and causes build revenue, craft alliances and leverage strategic communications in fast-changing environments. She founded the consultancy after 20+ years as a reporter, editor and business executive for The Associated Press, the nonprofit global news agency. As AP senior vice president for business development and partnerships, Cross managed a \$380 million portfolio, a nationwide membership cooperative, and developed digital partnerships with media and technology firms across the U.S. and Latin America. Cross expanded Spanish language news and video production and helped introduce digital video to thousands of news websites, an initiative awarded the Chairman's Prize for Innovation by the AP board of directors.

Cross serves on boards including EdSource, a California education research and policy nonprofit, the Social Enterprise Alliance (Los Angeles chapter) and the advisory board of the Center for Health Reporting at USC Annenberg. She is a graduate of The Ohio State University and studied management and marketing at Northwestern University and the University of Chicago.

Ben Keith

News Applications Developer

Ben Keith is INN's only news applications developer with a degree in agricultural communications. He graduated in May 2014 from The Ohio State University, spent the summer working on the Largo Project, moved to Idaho for four months to write for Progressive Dairyman, and returned to INN in December 2014.

Ben's interest in web development began with messing around in the browser in high school, and then helping a national park set up a WordPress website during a summer internship. He ventured into journalism as a result of an agricultural communications course requirement and liked it so much that he became the student webmaster of The Lantern, Ohio State's student-run paper.

Denise Malan

Director of Data Services

Denise Malan oversees INN's member training program, including webinars, workshops and online trainings aimed at improving business acumen among nonprofit newsroom leaders. She also helps gather, clean and analyze data for news applications produced by the technology team.

Denise has been a journalist for 10 years, covering government, education, politics,

the environment and enterprise stories on a variety of subjects.

She was data/investigative editor at the Corpus Christi Caller-Times in Texas for three years, and in June 2013 she became data services director for the Investigative News Network and IRE, working on data projects with nonprofit newsrooms across the country.

Adam Schweigert Senior Director of Product and Technology

Adam Schweigert manages INN's product and technology team and is responsible for leading all of the organization's technology-related efforts including developing publishing tools, managing content syndication and measuring the impact of members' journalism.

He joined INN in September 2012 after founding his own digital consultancy, Media Toybox. Before that he served as director of strategy for Mindset Digital, a Columbus, Ohio based firm providing customized social media training and strategic consulting to Fortune 500 companies and institutions of higher education and spent the previous eight years working in public media. He headed up digital efforts at two NPR/PBS member stations, WOSU Public Media in Columbus, Ohio and Indiana Public Media (WFIU/WTIU) in Bloomington, Indiana where he got his start as a writer and producer, graduated to music director and eventually made the move to the digital side.

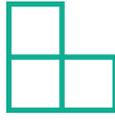
Adam holds degrees in music composition, music theory and oboe performance from The Ohio State University and has pursued graduate study in music composition, electronic music and nonprofit management at Indiana University.

Julia Smith Design Lead

As INN's lead designer, Julia Smith develops style guides and design standards for internal initiatives and collaborates with INN members and consulting clients on external projects.

Julia comes to INN from the Center for Investigative Reporting where she was a 2015 Knight-Mozilla Fellow. At CIR she worked with a team of data journalists to create news applications, visualizations and custom interactives for RevealNews.org.

She holds a degree in journalism from Creighton University in Omaha, NE. She worked as a corporate software developer and user experience designer early in her career before an enthusiastic return to the news industry.



Appendix IV: INN Board of Directors

Brant Houston, Board Chair

Houston is a co-founder of the Institute for Nonprofit News, which began with 27 member organizations in 2009. He also has been active for the last seven years in supporting many INN member organizations as they start up, providing organizational, fundraising and editorial advice. Houston is a professor and Knight Chair of Investigative Reporting at the College of Media at the University of Illinois at Urbana-Champaign, where he oversees an award-winning newsroom. Houston previously served for more than a decade as the executive director of Investigative Reporters and Editors (IRE), a 5,000-member organization. Before joining IRE, he was an investigative reporter at U.S. daily newspapers for 17 years. Houston has authored four editions of “Computer-Assisted Reporting: A Practical Guide” and co-authored the fourth and fifth editions of “The Investigative Reporter’s Handbook.” He has taught investigative and computer-assisted reporting in 25 countries, and he is co-founder of the Global Investigative Journalism Network.

Trevor Aaronson

Aaronson is the executive director of the Florida Center for Investigative Reporting, which he co-founded in 2010. He is a 2015 TED Fellow, and also contributes national security reporting to First Look Media’s The Intercept. Under Aaronson’s leadership, FCIR has won dozens of national and regional journalism awards and has established partnerships with Florida’s largest newspapers and NPR member stations, as well as with Florida’s ethnic and Spanish-language news media. He has been active in INN since 2010. A two-time finalist for the Livingston Awards, Aaronson has won national and regional honors, including the Molly National Journalism Prize and the international Data Journalism Award. Aaronson helped to launch the U.S. investigative unit for Al Jazeera Media Network, before returning to FCIR as executive director in 2014. He has been an investigative reporting fellow at UC Berkeley’s Investigative Reporting Program, a reporter and editor at The Commercial Appeal in Memphis, and a staff writer at the New Times news weeklies in South Florida. Aaronson’s book about the FBI’s counterterrorism program, The Terror Factory, was published in 2013, and he has been featured on CBS This Morning, NPR’s All Things Considered, MSNBC, This American Life, C-SPAN’s Washington Journal, WNYC’s On the Media and The Leonard Lopate Show.

Reginald Chua

Chua is executive editor, editorial operations, data and innovation at Thomson Reuters. Among other duties, he manages global newsroom operations, safety, logistics and budgets at Reuters. He also oversees data and computational journalism, the graphics team, and works with corporate technology and R&D teams to develop newsroom systems and tools. He was previously editor-in-chief of the South China Morning Post; prior to that, he had a 16-year run at The Wall Street Journal, including as a deputy managing editor in New York, where he managed the global newsroom budget, supervised the graphics team, and helped develop the paper's computer-assisted reporting capabilities. He ran the Journal's Hong Kong-based Asian edition for eight years, opened the paper's bureau in Hanoi, and was its correspondent in the Philippines.

Laura Frank

Laura Frank, president and general manager of news at Rocky Mountain PBS, was founder of I-News, the nonprofit investigative news organization that merged with Rocky Mountain Public Broadcasting in 2013. RMPBS News continues to deliver multimedia investigative reports to news outlets across the Rocky Mountain region. Frank, a Denver native, has nearly two decades of experience at daily newspapers and in radio and public television. She was an investigative reporter at the Rocky Mountain News until it closed in 2009. Her stories have won top awards in both print and broadcast, helped release innocent people from prison, protect abused children and win aid for sick nuclear-weapons workers. She was a founder of INN in 2009.

Anne Galloway

Galloway is the founder and editor of INN-member VTDigger.org and executive director of the nonprofit Vermont Journalism Trust. VTDigger, based in Montpelier, VT, is dedicated to watchdog coverage of state government, politics, education, business, energy, health care, the environment and criminal justice. Sixty-five percent of VTDigger's revenues come from sustainable sources. In 2015, the organization has a 13-member staff, 150,000 unique readers a month and a budget of \$1 million. VTDigger has received funding from the Knight Foundation, Sunlight Foundation, Ben & Jerry's Foundation and J-Lab. Galloway previously worked as a reporter and editor in Vermont for 20 years. She was the editor of the Sunday Rutland Herald and Barre Times Argus from 2004 until January 2009, when she was handed a pink slip along with 16 other employees. For many years, Galloway was a contributing writer for Seven Days Newspaper in Burlington. Her reporting has appeared in the New York Times (the Vows column), the New York Daily News, Vermont Life and City Pages (Minneapolis).

Tim Griggs

Griggs is the innovator in residence at the Knight Center for Journalism in the Americas and the University of Texas School of Journalism. He's the former

publisher and chief operating officer of INN member the Texas Tribune, a nonprofit, nonpartisan news organization that covers state politics and public policy. Prior to joining the Tribune, Griggs worked for the New York Times Company for 15 years, most recently as executive director of cross-platform monetization, where he was responsible for digital revenue-generating products, including leading the NYT digital subscription business as well as email, e-commerce, ad products, and games. Griggs also held leadership roles in strategy and product development at The Times. He began his career at the Star-News in Wilmington, N.C. He's a graduate of Virginia Tech and holds an executive MBA from UNC-Wilmington. When he's not thinking about journalism sustainability, Griggs is a husband, father and competitive Brazilian jiu-jitsu practitioner.

Vivian Schiller

Schiller is a longtime executive at the intersection of journalism, media and technology. Most recently, Schiller served as the global chair of news at Twitter where she led the company's strategy for news. Schiller was senior vice president and chief digital officer for NBC News, where she had strategic and operational oversight of the network's presence on the web, mobile, devices and social media. Prior to NBC, Schiller served as president and CEO of NPR, leading all of NPR's worldwide media operations. She was senior vice president and general manager of NYTimes.com and senior vice president and general manager of the Discovery Times Channel, a joint venture of the New York Times and Discovery Communications. Earlier in her career, Schiller was the head of CNN Productions, where she led CNN's long-form programming efforts. Documentaries and series produced under her auspices earned three Peabody Awards, four Alfred I. DuPont-Columbia University Awards and dozens of Emmys.

Neal Shapiro

Shapiro is president and chief executive officer of New York public media provider WNET. Before coming to WNET, Shapiro was president of NBC News from June 2001 to September 2005, where he oversaw the global operations of NBC Universal's top-ranked news division: "Today" in the morning, "NBC Nightly News" in the evening and "Meet the Press" on Sunday morning. From 1993 to 2001, Shapiro was executive producer of "Dateline NBC." Before NBC, Shapiro spent 13 years at ABC News, where he produced for all the network's news programs and worked with Peter Jennings, Diane Sawyer, Ted Koppel and Sam Donaldson, among others. Shapiro has won 34 Emmys, 31 Edward R. Murrow Awards, nine Sigma Delta Chi Awards, three Alfred I DuPont-Columbia University Silver Batons, three George Foster Peabody Awards, three George Polk Awards, three Overseas Press Club Awards and many more. Shapiro graduated magna cum laude from Tufts University with degrees in history and political science. He has taught journalism at Tufts and the Columbia University Graduate School of Journalism and has lectured at many universities, including MIT and Stanford.

Appendix V: Summary Budget

Profit and Loss, July 2015 - June 2015

INCOME

Earned Income

Fiscal Sponsorship	39,484
Grant/Program Administrative Income	33,750
Media Insurance Income	207
Strat Consulting	49,651
Tech Consulting	344,806
Training Income	287
Total Earned Income	\$468,184

Foundation/Grant Income

Democracy Fund/Omidyar	315,000
Ethics & Excellence in Journalism	125,000
Knight Foundation	266,250
McCormick Foundation	75,000
Non-Profit Income	50,000
Open Society Institute	150,000
Other Donations	2,500
Rockefeller Brothers Fund	100,000
Recatelgorization, sponsored program grant	-50,000
Total Foundation/Grant Income	\$1,033,750

Total Direct Public Support **\$910.00**

Rental Income	2,569
Dues & Application Fees	16,650
Syndication Income	1,203
Uncategorized Income	0

Total Income: **\$1,523,267**

Gross Profit: **\$1,523,267**

EXPENSES

Grants and Awards

Revenue Share	1,239
INNOvation Grant	446,000
Insurance Subsidy	3,000
Legal Subsidy	350
Total Grants and Awards	\$450,589

Operational Expenses

General Liability	763
Auto - Parking Expense	90
Travel Expenses	20,394
Board Meeting	2,323
Dues & Subscriptions	1,492
Entertainment Meals	798
Promotion/conference/training	54,761
D&O Insurance	3,247
Errors & Omissions Media Liability	11,063

Payroll Wages & Expenses

Employee Benefits	14,940
Insurance - Workers Comp	2,855
Payroll Processing Fees	3,086
Payroll Tax Expense	47,340
Gross Wages Expenses	680,649
Total Payroll Wages & Expenses	\$748,870

Professional Fees

Accounting Fees	86,916
Legal Fees	17,765
Accounting Fees - Fiscal Sponsorship	17,521
Consulting Services	49,190
Fundraising Support	39,800

Professional Fees (continued)	
Recruitment	43,234
Training Resources	1,500
Freelance Editorial	13,681
Total Professional Fees	\$269,606
Technology Expenses	56,136
Telecommunication Expenses	1,660
Umbrella Insurance	1,273
Total Operational Expenses	\$1,172,476
Other Distributions	-25,000
Administrative Expenses	38,805
Voided Checks	0
Total Expenses:	\$1,636,870
Net Operating Income	\$-113,604
Other Income (Interest)	\$48
Other Expenses	
Reconciliation Discrepancies	150
Total Other Expenses	\$150
Net Other Income	-\$102
Net Income	-\$113,705

Appendix VI: Fiscally Sponsored Projects

INN currently sponsors 10 programs. The largest, GIJN, has received its own 501(c)3 designation and was expected to end its sponsorship. It will join 10 other “graduate” programs that were fostered in the INN sponsorship program and now are operating as independent nonprofits, plus one member that has switched sponsors.

Current sponsored programs

Alabama Initiative for Independent Journalism	Montana Free Press
Global Center for Investigative Journalism	New Hampshire Center for Public Interest Journalism (InDepthNH)
Honolulu Civil Beat	SembraMedia
InquireFirst	The War Horse
Montana Center for Investigative Reporting	TrueSpeech

Graduates

Rivard Report/San Antonio Report	Investigative Post
Philipstown.info (Highlands Current)	Maine Center for Public Interest Journalism
Tucson Sentinel (Transferred to FCIR)	The Philadelphia Notebook
Arizona Center for Investigative Reporting	Ohio Center for Accountability Journalism
Civic Lab	Southern Investigative Reporting Foundation
Center for Accountability Journalism	

Financials for sponsored organizations in FY2015-2016

Revenue:	\$459,426.37
Expenses:	\$705,159.01
Net income, all sponsored programs:	(\$245,732.64)

More information, including audited financials and tax returns from previous years, can be found at <http://inn.org/about/financials>.

