



Institute for Nonprofit News

Annual Report 2014

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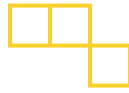
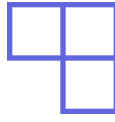


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Letter from the Chair of the Board

We acknowledge this has been and will be a year of transition for INN and its members. In recognition of INN's evolution from being mostly a group of investigative reporting centers to becoming an organization of many kinds of non-profit newsrooms, INN changed its name to the Institute for Nonprofit News.

And with the departure of INN's first CEO, the organization is conducting a search for the next CEO who will not be starting up a new organization, but leading an established organization into its next phase while keeping it vibrant and innovative.

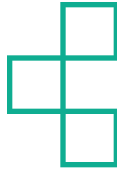
And for our members, there will be pressure on our newsrooms to build larger audiences and to increase community support and earned income to augment or replace foundation grants.

Nonetheless, we are confident that INN will navigate these changes and challenges and fulfill its crucial role in journalism.

With best regards,

Brant Houston

Chair, Board of Directors



Letter from the CEO

Since its inception in 2009, INN has grown from the founding 22 members to more than 110. Our membership is as diverse as the communities these newsrooms cover: from one staff member to more than 75, and annual budgets from \$5,000 to more than \$13 million.

Our members might cover news from one beat, one city, one state, or the entire country. Even with all this diversity, there are common needs and common challenges faced by our members: Increasing earned revenue, building audience and community around their content, and making real and lasting impacts on their communities are all crucial to the success of nonprofit newsrooms.

As the nonprofit sector and our membership has grown, so too has INN. In the last year our technology team grew from one full-time employee to four, in part to provide support for members and for Largo, our own design. It is a customizable and open source WordPress framework for news websites, now used by more than 40 members and 100 news websites around the world.

Our tech team also now offers consulting at highly reduced rates for nonprofit newsrooms, a huge benefit for organizations struggling to keep up with rapidly changing technology and audience behavior. This year we also began offering consulting for customized audience and revenue development plans, and we will always work to keep all our members abreast of the latest best business practices.

Of course there will be challenges as we continue to strive to meet the needs of a growing and increasingly more diverse membership. With our refocused mission and training programs, which you will read about in this report, INN is meeting and exceeding these challenges. We look forward to an even brighter and more productive future for nonprofit journalism.

Denise Malan

Interim CEO and Executive Director



Member Benefits

Largo

Project Largo is INN's free, responsive WordPress theme developed by our team specifically to meet the constantly evolving needs of today's news publishers. We built it to reduce duplication of effort across the network and to help our members save time and money in designing and building their websites so they can invest in technology that is more specific to their organization.

Largo is open-source, which means it's available for free to everyone — not just INN members — to download, use and modify. Currently, more than 120 news and educational organizations use Largo, and about 40 of those are INN members.

In 2014, we rolled out a large-scale update of the framework. It includes more design flexibility and features requested by our members as well as a number of new features and improved documentation to make Largo the go-to choice for developers helping members build and maintain their websites.

INNnovation Fund

The INNnovation Fund, made possible by a generous grant from the Knight Foundation, is INN's effort to spur business innovation in the nonprofit sector. The Fund supports projects that spur audience and revenue development experimentation. For the first two grant rounds in 2014, 16 organizations received a total of \$462,300 for innovative, experimental and replicable projects.

INN also created Journo.biz: a business journal covering best practices in nonprofit and independent news. The journal chronicles the lessons our members are learning, what they are accomplishing, and trends and advice from the larger nonprofit news industry.

Community Journalism Executive Training (CJET)

Many members have spent their entire careers producing journalism but began their newsrooms without experience in running a nonprofit business. For those who have started their own newsroom, INN developed CJET, a workshop that offers an intense course in leadership and the essentials of running a sustainable news business. That education focuses on teaching how to:

- build diverse revenues and manage sales operations, from hiring to compensation; build and work a prospect list; identify and close new underwriters and supporters

- become a member-supported news institution, from running membership drives to tracking and retaining supporting members, as well as understanding and tracking the process of converting visitors to supporters who donate to further their work
- understand web and mobile analytics; how (and how not) to use them to drive decisions
- track who views content and where; measure engagement across multiple platforms, including increasingly important social and mobile channels
- build and keep track of a budget, and budget for projects to expand the reach of their brand or add new lines of revenue.

INN invested more than \$160,000 in the program and associated educational efforts in 2014 and had 19 INN newsroom leaders attend the workshop in Austin, Texas. The John S. and James L. Knight Foundation and the Ethics and Excellence in Journalism Foundation supported the program.

Funds supported bringing in experts to serve as mentors and coaches, travel for our members and educational materials. Each participant went home with 100-day plans to improve their businesses as well as six months of continued mentorship and private counseling. To date, more than 50 member organizations have received training, with nearly all seeing improvements in their practices and increases in productivity. We have also created several distance learning modules so anyone can access this training online at www.newstraining.org.

Bay Area Video Coalition Training

We helped members receive video production training from the experts at the Bay Area Video Coalition. The week-long crash course teaches eight reporters 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 support this training in 2014. That grant subsidized eight members' travel costs to San Francisco and the training itself, and will be repeated in 2015. Here are some quotes from attendees:

"In this era when journalists need to be jacks-and-jills-of-all-trades when reporting stories and shoot and edit video to go with their written stories, receiving this training from such a skilled practitioner and effective teacher was a true gift. I feel very lucky to have been able to spend a week at BAVC learning. BAVC and INN are advancing journalism by extending this training to reporters who, in turn, will now hopefully create compelling videos to enhance their news reports."

— *Barbara Grady, San Francisco Public Press*

"New America Media has for some time now been in dire need of expanding our multimedia capacity both for event coverage as well as for reporting purposes. Not only has this training imparted the skills necessary for video production, filling that gap, it has also revealed means of gaining access to typically cost-prohibitive software and other tools needed in the video-production process. I anticipate NAM benefiting enormously from this training and am eager to learn about further opportunities at BAVC."

— *Peter Schurmann, Editor/Education Reporter for New America Media*

Campaign Finance Training

INN partnered with the Sunlight Foundation and the Center for Responsive Politics, two of our members, to arrange training and education for reporters who wanted to use data journalism techniques to track money in politics. Twenty reporters attended campaign finance training in Washington, D.C., in 2014, including eight INN members. The workshop was supported by a grant from the Democracy Fund.

Fiscal Sponsorship

INN instituted a fiscal sponsorship program for new organizations awaiting their 501(c)(3) status, managing their finances until they receive exemption. In 2014, we sponsored 10 organizations, five of which have since received 501(c)(3) status. We received support from the McCormick Foundation to help advance this benefit.

Insurance Program

INN has established relationships with multiple leading providers of insurance for media and nonprofit organizations, using the size of our network to obtain preferred rates for our members. In 2014, we helped 30 organizations receive cheaper rates on errors and omissions insurance, directors and officers insurance, and general liability insurance.

INN also offered insurance subsidies for members who cannot afford all or part of the premium. Thanks to a generous grant from the Open Society Foundation, we distributed subsidies in 2014 insurance subsidies to 23 INN member organizations.

Legal Program

INN has coordinated a range of discounted and pro-bono legal services, guides and resources for its members. This allows them to get help and advice when they need it most. INN began a partnership last year with the Reporters Committee for Freedom of the Press to help our members get pro bono representation and advice. With help from the Open Society Foundation, INN established the Emergency Legal Fund to ensure that our members never needed to close up shop if they were ever targeted by a lawsuit. The fund paid the legal fees for two INN members — the Austin Bulldog, which was sued in 2014 as a result of reporting on a city council member, and the Tucson Sentinel, which had reporters subpoenaed after conducting an interview.

Advisory and Consulting Services

INN provides services to its members to help craft sustainable business strategies as well as establish technology strategies. Through one on one work and peer workshops, INN helps its members develop solid audience, earned revenue, and development plans.

Unlike commercial organizations, we are committed to making our knowledge and our tools open source as part of our mission to support nonprofit newsrooms.

Our tech team has developed a program to provide much-needed support to members with

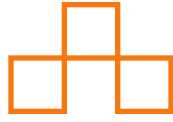
limited technology resources. The team works with members to develop solutions to common problems that can be replicated across the network. In 2014, we hired a support specialist to develop documentation and training systems to help people implement the tools we build.

Our business and tech services are also available for consulting with individual organizations not yet ready to hire a full-time technologist or those who already employ technology and design staff but may need assistance for a special project. We only begin to charge for these services to members and others when we're building solutions that cannot be extended to the larger group.

Editorial collaborations

The director of data services for INN and IRE oversaw several collaborations in 2014, the latest being [Power Players](#), a look at the largest political donors in several states. That project was the first editorial project completed in conjunction with the INN tech team. The director of data services collected, cleaned and analyzed the data, and the tech team built an embedded, interactive tool looking at the top 10 Power Players for each state in which a member participated. Fourteen members published their own localized stories alongside the data. Other projects completed included hazardous materials transportation (which analyzed data collected by IRE's NICAR Database Library), and an investigation of lotteries in several states.

The director of data services also fostered sharing stories for re-publication and coordinating the publication of the News21 project from Arizona State University by numerous members in the fall. The director supported a project by Oklahoma Watch investigating federal aid after tornadoes in Moore, conducted trainings on campaign finance data hosted by members Sunlight Foundation and National Institute for Money in State Politics, and curated a weekly newsletter focused on collaborations, training, data reporting and new tools.



Organizational Changes

We changed our name from the Investigative News Network to the Institute for Nonprofit News this year in recognition of our evolution from an organization composed mostly of investigative reporting centers to a variety of nonprofit newsrooms that also do community journalism. We also refined our mission statement to focus on encouraging innovation, providing training in best business practices and achieving cost savings for members through the pooling of resources. With these changes in mind, we redesigned our website, inn.org, to help our members better understand and navigate the services we offer.

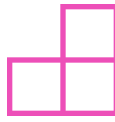
We are also working to improve our own managerial practices, enhance communications with member organizations and supporters, as well as our strategic business plans. At the same time, we are looking for ways to make our operations more efficient and to diversify our revenue streams.

To provide more needed services, our staff has gradually grown to include 10 full-time employees, one part-time support specialist, and three contractors. Our board consists of eight members and is chaired by Brant Houston, currently Knight Chair of Investigative Journalism at the University of Illinois. Of those eight members, four are from member organizations and four are outside directors. The board can be composed of up to six public members and four from member organizations.

Communication and Community Building

We have established a number of ways to encourage communication among members and INN staff. This includes two weekly newsletters themed around opportunities, business practices, data journalism and tech advice, each written by specialists from our team. We also have a listserv and a private Facebook group where the executive directors of our member organizations can communicate and discuss common problems, share their work, and ask INN staff questions.

Our tech team began holding monthly open office hours for any members to drop in with questions or ideas. They established a public chatroom for more frequent, daily group communication as well as a monthly industry-themed book club. These efforts have resulted in a significant increase in engagement with our members and communication between technologists at member organizations. Knowing what's going on with our members and the problems they face helps us to work with members to develop solutions to common problems that can be replicated across the network.



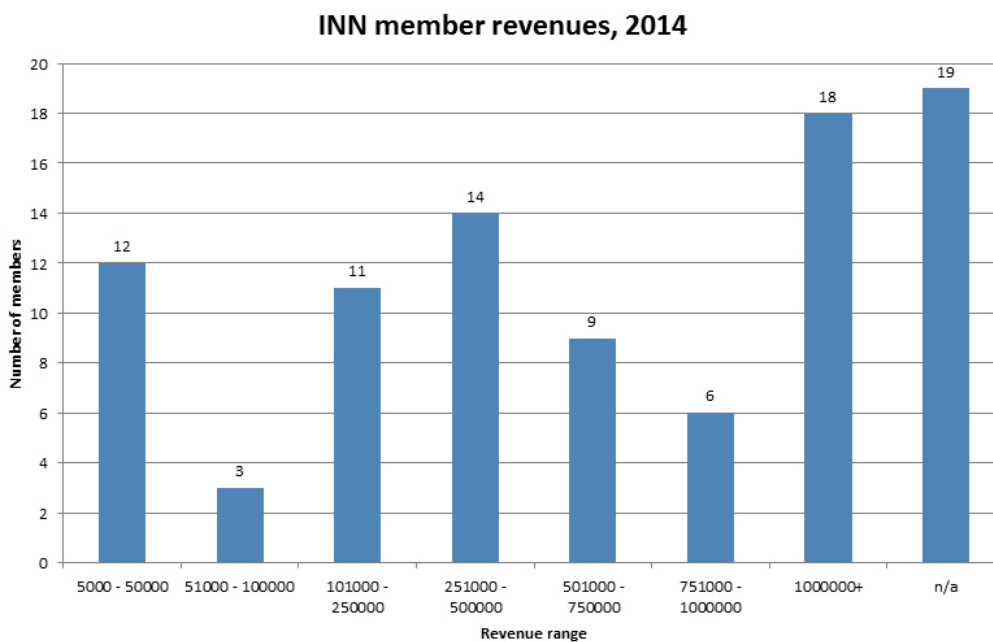
INN by the Numbers

In 2014, INN completed its most comprehensive membership survey to date. It has two parts – the first asking for feedback about the effectiveness of the organization and its programs, the second looking at the reach and financial diversity of its members.

Some highlights:

INN's membership grew by 11.7 percent in 2014, taking us from 94 members in 2013 to 105 at the end of 2014. In the first quarter of 2015, we have already added five members.

The 73 members that reported 2014 revenue in the survey have a combined revenue of \$99,072,748. The median member revenue for 2014 was \$420,000, and the average was about \$1.3 million, as reported in the survey. Revenue includes philanthropic support, membership support and earned revenue.



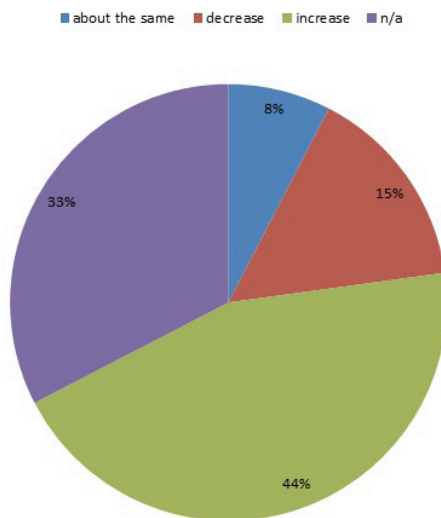
Median revenue: \$420,000

Revenue range: \$5,000 to \$13.3 million

Total revenue: \$99,072,748

INN members also have seen their audiences grow from 2013-14. As this chart shows, at least 52 percent of members either maintained or increased their number of monthly unique visitors. Our members also have strong social media followings, reaching more than 1.6 million people on Facebook and on Twitter.

Average monthly unique visitors change 2013-14

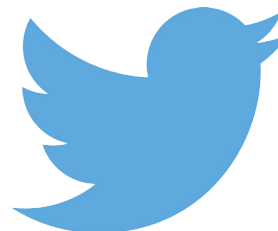


Member Facebook 'Likes' 2014

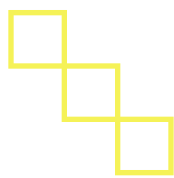


Number of members = 75
 Total Facebook likes = 1,682,728
 Average = 22,436
 Median = 2,469
 Range = 36 to 899,799

Member Twitter Followers 2014



Number of members = 74
 Total Twitter followers = 1,664,396
 Average = 22,492
 Median = 3,982
 Range = 61 to 425,407



Appendix I: INN Members

100Reporters	http://100r.org
Alabama Initiative for Independent Journalism	http://birminghamwatch.org/
Alicia Patterson Foundation	http://aliciapatterson.org
Arizona Center for Investigative Reporting	http://azcir.org
Aspen Journalism	http://aspennjournalism.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
Carolina Public Press	http://www.carolinapublicpress.org/
Catalyst Chicago	http://www.catalyst-chicago.org/
Center for Accountability Journalism	http://fearlessmedia.org/
Center for Investigative Reporting	http://centerforinvestigativereporting.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.civiclub.us/
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
Environmental Media Lab	http://www.conservationmagazine.org
FairWarning	http://www.fairwarning.org
Florida 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
Hashtag 30	http://hashtag30.org
Health News Florida - DIDN'T RENEW	http://www.healthnewsflorida.org/
Hidden City Philadelphia	http://hiddencityphila.org/
Homicide Watch	http://homicidewatch.org/
In These Times/ Institute for Public Affairs	http://inthesetimes.com/
Initiative for Investigative Reporting at Northeastern University	http://www.northeastern.edu/journalism/investigative/index/html
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	http://www.khi.org/
Lens	http://thelensnola.org
Maine Center for Public Interest Reporting	http://pinetreewatchdog.org
Maplight	http://maplight.org/
Maryland Reporter	http://marylandreporter.com/
Media Crime and Justice The Crime Report	http://thecrimereport.org
Midwest Center for Investigative Reporting	http://www.investigatemidwest.org
MinnPost	http://www.minnpost.com
Mission and State	https://www.sbfoundation.org
Mongabay	http://www.mongabay.com/
Montana Center for Investigative Reporting	http://mtcir.org/
Mother Jones	http://www.motherjones.com/
National Institute for Computer-Assisted Reporting	http://data.nicar.org

National Institute on Money in State Politics	http://www.followthemoney.org/
National Public Radio	http://www.npr.org
New England Center for Investigative Reporting	http://necir-bu.org/wp/
New Hampshire Center for Public Interest Journalism	
New Haven Independent	http://newhavenindependent.org
New Mexico In-Depth, Inc.	http://nmindepth.com
Newsdesk.org	http://www.newsdesk.org
Newspaper Tree Corp.	http://newspapertree.com
NJ Spotlight	http://www.njspotlight.com
North Carolina Health News	http://www.northcarolinahealthnews.org
Oakland Local	http://oaklandlocal.com/
Ochberg Society for Trauma Journalism	http://www.ochbergsociety.org/
Ohio Center for Investigative Journalism	http://eyeonohio.org/
Oklahoma Watch	http://oklahomawatch.org/
Open Secrets	http://www.opensecrets.org/
Pacific News Service/New America Media	http://newamericamedia.org
Philadelphia Public School Notebook	http://www.thenotebook.org/
PIN/Spot.us	http://spot.us , http://publicinsightnetwork.org , http://americanpublicmedia.org
ProPublica	http://www.propublica.org/
Public Herald	http://www.publicherald.org/
PublicSource	http://publicsource.org/about-publicsource
Pulitzer Center on Crisis Reporting	http://www.pulitzercenter.org
Raleigh Public Record	http://www.raleighpublicrecord.org/
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.sembramedia.com
SF Public Press	http://sfpublicpress.org
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 Observer	http://www.texasobserver.org/
Texas Tribune	http://www.texastribune.org/

The Chicago Bureau	http://www.chicago-bureau.org/
The Reporters, Inc.	http://www.thereporters.org/
Toni Stabile Center for Investigative Reporting	http://stabilecenter.org/
TruePolitics	http://truepolitics.org/
TucsonSentinel.com	http://www.tucsonsentinel.com/
Twin Cities Media Alliance	http://www.tcmediaalliance.org
Voice of OC	http://www.voiceofoc.org
Voice of San Diego	http://www.voiceofsandiego.org/
VTDigger	http://vtdigger.org/
WBEZ, 91.5- Chicago Public Media	http://www.wbez.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 would like to thank the following foundations and philanthropists for their generous support of our mission and programs.

The Laura and John Arnold Foundation
www.arnoldfoundation.org

Atlantic Philanthropies
www.atlanticphilanthropies.org

Democracy Fund
www.democracyfund.org

The William and Flora Hewlett Foundation
www.hewlett.org

Buzz Woolley

The Peter and Carmen Lucia Buck
Foundation
www.pclbfoundation.org

Ethics and Excellence in Journalism
Foundation
www.journalismfoundation.org

The John S. and James L. Knight
Foundation
www.knightfoundation.org

John D. & Catherine T. MacArthur
Foundation
www.macfound.org

Karin Winner

Robert R. McCormick Foundation
www.mccormickfoundation.org

Open Society Foundations
www.opensocietyfoundations.org

The Patterson Foundation
www.thepattersonfoundation.org

Rockefeller Brothers Fund
www.rbf.org



Appendix III: Staff & Board of Directors

Staff

Denise Malan, Interim CEO and Executive Director
Denise Malan is the interim leader of INN responsible for day to day operations and overseeing the organization's programs. She previously was director of data services for the organization, helping members work together on collaborative projects.
denisem@inn.org, @DeniseMalan

Adam Schweigert, Senior Director, Product and Technology

Adam Schweigert is responsible for leading all of the INN's technology-related efforts, including developing publishing tools, managing content syndication and measuring the impact of members' journalism.
adam@inn.org, @aschweig

Kaeti Hinck, Design Director

Kaeti Hinck is INN's design lead. She manages visual, interface and user-experience design for the technology team and guides INN's visual identity.
kaeti@inn.org, @kaeti

Melodie Iwai, Director of Finance

Melodie Iwai is responsible for all finance and administrative issues for INN. She also is responsible for fiscal-sponsored projects, insurance programs and assists with consulting work.
melodie@inn.org

Ryan Nagle, Director of Technology

Ryan Nagle's responsibilities include developing, deploying and supporting software for members. His efforts focus on Project Largo and other open source tools to help members better present their journalism.
ryan@inn.org, @ryannagle

Lisa Williams, Director of Revenue

Lisa Williams helps INN members and other media organizations connect technology to sustainable business practices around membership, underwriting and digital engagement.
lisa@inn.org, @lisawilliams

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.
laura@inn.org, @LEBertoc

Luis Gomez, Editor

Luis Gomez is the editor of Journo.biz — INN's nonprofit business journal — and business reporter documenting INNnovation Fund projects.
luis@inn.org, @RunGomez

Consultant

Irma Simpson, Fundraising

Irma Simpson is a fundraising consultant to the Institute for Nonprofit News. She worked at Gannett Co. and the Gannett Foundation for more than 20 years. She was a popular speaker on corporate and foundation grant making in the DC area, and taught certificate courses in fundraising at both American and George Washington universities. She has worked with INN since 2009.

Board of Directors

Brant Houston, Board Chair

Brant Houston helped launch the Institute for Nonprofit News in 2009. Houston is also Chair of Investigative and Enterprise Reporting at the John S. and James L. Knight Foundation and teaches investigative and advanced reporting in the College of Media at the University of Illinois at Urbana-Champaign, where he oversees an award-winning online newsroom. Houston served for more than a decade as the executive director of Investigative Reporters and Editors (IRE), a 5,000-member organization, and as a professor at the University of Missouri School of Journalism. Before joining IRE, he was an award-winning investigative reporter at 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 more than 20 countries, and he is co-founder of the Global Investigative Journalism Network.

Charles Lewis, Board Treasurer

Charles "Chuck" Lewis is the founding executive editor of INN-member Investigative Reporting Workshop and a tenured professor of journalism at the American University School of Communication in Washington. A former ABC and CBS News "60 Minutes" producer and bestselling author, Lewis founded the Center for Public Integrity in 1989, its International Consortium of Investigative Journalists in 1997, and he co-founded Global Integrity in 2005. He was awarded a MacArthur Fellowship in 1998 and given the PEN USA First Amendment Award in 2004.

Laura Frank, Board Secretary

Laura Frank is the executive director of INN-member I-News, the Rocky Mountain Investigative News Network, which delivers multimedia reports to news outlets across the Rocky Mountain region, and is a founding member of INN. Frank, a Denver native, has nearly two decades of experience at daily newspapers, 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 and helped release innocent people from prison, protect abused children and win aid for sick nuclear-weapons workers.

Anne Galloway, Boardmember

Anne 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 nine-member staff, 120,000 unique readers a month and a budget of \$700,000. 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, Boardmember

Tim Griggs is 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 revenue-generating products across the Times's digital platforms. Griggs spent most of his career as a journalist, holding a variety of newsroom leadership positions, including executive editor of the Star-News in Wilmington, N.C. In 2008, he joined the Times as Director of Strategic Planning, and in 2011, became Director of Paid Products, where he helped grow the Times's subscription base to more than 800,000 paid digital-only subscribers. He's a graduate of Virginia Tech and holds an executive MBA from UNC-Wilmington. Griggs is also a sleep-deprived new father and a competitive Brazilian jiu-jitsu practitioner.

Vivian Schiller, Boardmember

Vivian 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 VP & 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, Boardmember

Neal Shapiro is President and Chief Executive Officer of joined 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.

Reginald Chua, Boardmember

Reg Chua is Executive Editor, Editorial Operations, Data & 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.

Appendix IV: Summary Budget

Profit and Loss, January-December 2014 (Unaudited)

INCOME

Philanthropy

Arnold Foundation	28,600.00
Democracy Fund/Omidyar	48,956.00
Ethics & Excellence in Journalism	150,000.00
Hewlett Foundation	200,000.00
Knight Foundation	930,000.00
McArthur	200,000.00
McCormick Foundation	100,000.00
Open Society Institute	150,000.00
Other Donations	-48.60
Patterson Foundation	75,000.00
Peter & Carmen Lucia Buck Foundation, Inc	40,000.00
Rockefeller Brothers Fund	70,000.00
Total Foundation/Grant Income	1,992,507.40

Other Income

Consulting Services	79,565.65
Fiscal Sponsorship	23,671.45
Grant/Program Administrative Income	47,700.00
Impaq.Me Administration	3,448.53
Media Insurance Income	142.24
Direct Public Support	3,326.24
Dues & Application Fees	22,839.36
Syndication	1,870.81
Rental Income	9,947.08
Total Earned Income	192,511.36

Total Income: **\$2,185,018.76**

EXPENSES

Operational and Administrative Expenses

Salaries - Employees	653,779.74
Employee Taxes and Expenses	73,220.69
Consultants/Contract labor	124,213.23
Accounting	20,678.46
Insurance	22,226.90
Legal Fees	25,080.00
Training/Conferences/Meetings	222,409.68
Depreciation	—
Dues/Books/Subscriptions	1,755.93
Travel/Meals	83,255.29
Office Equipment & Supplies	10,640.22
Rent	31,404.00
Taxes - Other	9,378.00
Technology/Telecommunications	143,665.85
Operational/Admin expenses subtotal	1,421,707.99

Grants and Awards

Impaq.Me	35,337.83
Revenue Share	1,723.41
Other Distributions	579,916.68
Grants and Awards Subtotal	616,977.92

Total Expenses:	\$2,038,685.91
Net Operating Income	146,332.85
Interest Income	202.75
Net Income	\$146,535.60

Fiscally Sponsored Projects

Arizona Center for Investigative Reporting

Civic Lab

Global Investigative Journalism Network

True Politics

Tuscon Sentinel

Total Fiscal Sponsored Income:	\$1,069,431.27
Total Fiscal Sponsored Expenses:	\$1,240,847.38
Fiscal Sponsored Project Net Income:	\$ -171,416.11

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

