



**npr**

# Powered By People

2018 ANNUAL REPORT



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To our listeners, readers and supporters: you are an integral part of NPR.

For all that you've helped us accomplish in 2018 and for all you continue to do to power public service journalism, thank you.

## A Note From Jarl Mohn, NPR President And CEO



Stephen Voss /NPR

From the personal connections we build through our reporting, to our talented journalists who tell stories with depth and meaning, to the listeners, readers and supporters who depend on NPR—people have always been at the heart of public radio. As I reflect on 2018, I am especially reminded of this fact.

Normally, I would take this opportunity to highlight the ways NPR has kept you aware of breaking news and exceptional stories, the areas in which our organization has grown and flourished with your help and the exciting new paths we have charted as we work to keep Americans everywhere informed.

But since you will find this information and more in the following pages, right now, I simply want to say: thank you.

During an unprecedented time for news media and a year packed with important stories that needed to be told, you were right there with us, helping us share them in the way only NPR can: through the perspectives of the people living through them. Thanks to your incredible generosity, our team on air and behind the scenes delivered thoughtful reporting with insight, attention and objectivity not found anywhere else.

This report captures just a portion of all that has been made possible this year by those who believe in the value of public service journalism. I hope you take pride in counting yourself among them.

Whether you're reading about our year-long coverage from Puerto Rico after Hurricane Maria; collaborative efforts with Member stations to strengthen local journalism; innovative approaches to provide our audience with trusted news and information; or those uniquely public radio stories that offered profound reminders of our shared humanity; know that we could not have done any of it without your support.

I look forward to our future knowing that NPR is backed by a world-class team of journalists, staff and supporters committed to advancing our shared mission to create a more informed public. But first, I'm pleased to share a look back at 2018 and all that we accomplished together.

A stylized, handwritten signature in black ink, likely belonging to Jarl Mohn. The signature is fluid and cursive, with a prominent loop at the end.

# NPR By The Numbers 2018



**17**  
international bureaus



**17**  
domestic bureaus



**262**  
members who own and operate nearly 1,000 radio stations



**2,200**  
journalists across the network

**29**  
million

The number of weekly broadcast listeners of all NPR programming and newscasts<sup>1</sup>



**#1**

podcast publisher in the U.S. with 8 of the top 20 most downloaded podcasts<sup>5</sup>

**105**  
million

NPR's approximate monthly audience across broadcast, podcasts and npr.org<sup>2</sup>



**200**

The number of Member station websites using Core Publisher, NPR's Content Management System<sup>6</sup>

**40**  
million

The number of unique monthly visitors to npr.org<sup>3</sup>



**6+**

The number of hours an average user of NPR One listens to the app<sup>7</sup>

**7.1**  
million

The number of people downloading NPR podcasts every week<sup>4</sup>

<sup>1</sup> © 2018 The Nielsen Company, Fall 2018, P12+. May not be quoted or reproduced without the prior written permission of Nielsen.

<sup>2</sup> Nielsen, Splunk, Google Analytics and comScore, Fall 2018 based on deduplicated estimate.

<sup>3</sup> Google Analytics, January-December 2018

<sup>4</sup> Splunk, January-December 2018

<sup>5</sup> Podtrac, publishing based on unique monthly audience

<sup>6</sup> Core Publisher—April 2019

<sup>7</sup> NPR One—April 2019

# In The Newsroom



# Member Station Collaboration

*NPR Member station journalists in newsrooms throughout the country work with NPR to tell the stories of their regions and examine the influence of national events on local communities. In 2018, NPR and Member stations strengthened our collective reach by launching several collaborative series and a new initiative to bolster local and regional journalism.*

## Creating A More Unified Public Radio Network

NPR is helping build, support and amplify journalism across the NPR system by investing in key areas. In June, NPR announced the launch of the Collaborative Journalism Network, a multi-pronged initiative to address the growing crisis in local journalism. The CJN will build reporting capacity in news-deprived areas, while working with Member stations to deepen our commitment to public service investigative and beat reporting.

As a part of this effort, NPR and Member stations will pilot regional hubs that will knit together the talent in our newsrooms so that we can bring our audiences—locally, regionally and nationally—the best news coverage, storytelling and collaborative reporting. Over this past year, Member stations KERA, KUT, Texas Public Radio and Houston Public Media and NPR undertook the planning and preparation work to launch the network’s first regional hub in Texas in 2019. As sources for quality local news continue to decline, NPR is leveraging public radio’s unique, on-the-ground reach to keep communities everywhere informed.



Allison Shelley/NPR



The *Weekend Edition Sunday* team works with national correspondent Leila Fadel as they prepare to record a segment at KNPR. Allison Shelley/NPR

## Working Together To Tell Stories That Matter

Over the summer, NPR’s Energy and Environment team produced “Heat: Coping With A Warming World,” a series of 12 stories examining the effects of climate change in communities throughout the U.S. Journalists from Member stations and NPR highlighted the challenges facing different regions, including how higher temperatures are affecting fruit crops in Michigan, how a warm-water mass is causing codfish to disappear in the Gulf of Alaska and how a warming climate in the Rocky Mountains is knocking nature’s rhythms out of sync.

The Energy and Environment team is one of nine collaborative coverage teams made up of NPR and Member station journalists. Combining the local perspectives of stations with the knowledge of journalists across the network allows us to build coverage expertise and provide a deeper look at issues affecting communities across the nation. Through the Collaborative Journalism Network, we aim to expand our collaborative coverage teams, adding new topic areas and resources to deliver stronger reporting at all levels.

## Joint Series Sparks Change, Raises Awareness

NPR and Kaiser Health News launched a series in February called “Bill of the Month,” which investigated real-life medical bills to shed light on U.S. health care prices and help patients learn how to be more proactive in managing costs. In August, we reported the story of insured Texas teacher Drew Calver, whose life-threatening heart attack left him with a bill of \$108,951—almost twice his annual salary—from a controversial practice known as “balance billing.”

Within hours of the story’s publication, the hospital offered to reduce his bill to \$782.29; three days later, they lowered the amount to \$332.29. Because this story garnered so much attention, six U.S. senators introduced draft bipartisan legislation in September to protect patients from surprise medical bills like Calver’s, demonstrating service journalism at work.

## National Coverage

*NPR delivers comprehensive coverage of the country's biggest stories and shines a light on critical issues that might otherwise go overlooked. In addition to providing trusted reporting on the national news making headlines last year, our expert team introduced new ways to keep audiences informed during an intense midterm election cycle and produced in-depth investigations that uncovered truth and effected change.*

### Empowering Citizens To Cast Informed Votes

NPR expanded reporting efforts last year to provide listeners and readers with trusted information needed to decide their votes in high-stakes midterm elections. *The Politics Show*, a new nine-part weekly radio show, offered listeners a deep dive into election news from the trusted hosts of the popular *NPR Politics Podcast*. The hosts of *Morning Edition* and *All Things Considered* visited communities around the country to speak with voters about the issues important to them. On election night, NPR's live blog provided readers with breaking news coverage, analysis and reporting from Member station journalists across the country.

For the first time, NPR partnered with The Associated Press to enable Member stations to share live digital updates of the election results, bolstering more localized coverage of the races. Finally, one week after the elections, NPR and Member station WAMU hosted the NPR Political Roundup, a free public event in the nation's capital to take our audience deeper into the issues behind the ballots and the implications of outcomes in key races. Altogether, these efforts comprised one of public radio's most substantial coordinated approaches to election coverage, setting the stage for the upcoming presidential election in 2020.

### Department Of Education Takes Action After NPR Report

In March, NPR correspondents Chris Arnold and Cory Turner released "The Trouble With TEACH Grants," an investigative report uncovering gross mismanagement of a federal grant program run by the U.S. Department of Education. Arnold and Turner's reporting revealed that thousands of educators who received federal grants for teaching in low-income areas had their grants converted into loans because of minor paperwork errors or mistakes by the loan companies. Shortly after our story aired, 19 senators signed a letter to Secretary of Education Betsy DeVos citing NPR's reporting, and in May the Department of Education issued a full review of the program.

Arnold and Turner continued to follow the story throughout the year, and in December, they filed an exclusive report revealing plans from the Education Department to erase the debts of the affected teachers and fix the TEACH Grant program. By the end of January 2019, the Department made good on its promise and teachers may now apply to have their grants reinstated.

### Federal Data Reveals Preventable Epidemic Affecting Over 2,000 Coal Miners

NPR correspondent Howard Berkes has reported on the dangers of coal mining since 2010, including launching an investigation into the resurgence of black lung disease in 2012.

Over the years, Berkes's reporting on black lung has raised awareness, prompted studies and led to legislative change. After almost four decades in journalism and nearly three dozen awards, Berkes recently retired—but not before sharing one final, poignant chapter in his black lung coverage.

Through an extensive review of over 20 years of federal data, NPR and PBS's *Frontline* found that, despite growing evidence and warnings, federal regulators failed to prevent miners from being exposed to toxic silica dust that causes a severe form of black lung disease. Now, more than 2,000 miners are dying from an epidemic linked to that toxic dust. Berkes and *Frontline* shared these findings along with the stories of some of the miners in a December report on NPR, as well as in the *Frontline* documentary *Coal's Deadly Dust*, which aired in January 2019.

### Sticking With The Story In Puerto Rico

When Hurricane Maria hit in 2017, media organizations from across the globe sent correspondents to Puerto Rico, but NPR was one of the only news outlets that stayed. NPR's Adrian Florido remained in Puerto Rico for over a year, keeping the public aware of recovery efforts by telling stories from inside the communities struggling to rebuild.

In January 2018, Florido's reporting revealed that FEMA planned to end food and water distribution in Puerto Rico, despite the continued need in many communities still recovering. The story was cited on the Senate floor by Sen. Bill Nelson (D-FL), and within 48 hours, FEMA backtracked on its plan to end food and water distribution.

In addition to Florido's on-the-ground assignment, in May, NPR's Laura Sullivan and *Frontline* investigated how the federal response in Puerto Rico left millions in the dark for months even before Hurricane Maria, resulting in the worst blackout in U.S. history.



NPR Congressional correspondent Susan Davis interviews Senator Thom Tillis (R-NC) as he makes his way through the U.S. Capitol building. Allison Shelley/NPR

**“At a time when everyone else was pulling their people out, we stayed in.”**

—CHRIS TURPIN, VICE PRESIDENT FOR EDITORIAL INNOVATION AND NEWSROOM DEVELOPMENT

# International Coverage

With 17 foreign bureaus and journalists stationed across the globe, NPR is committed to providing contextualized coverage of important events, wherever they occur. Through ambitious reporting projects and expanded coverage in Asia, last year NPR's international journalism kept audiences more connected than ever to a number of crucial global stories.

## Connecting The World Through China's Growing Influence

In October, NPR published the series "China Unbound," which helped audiences understand the ways China is extending its political and economic reach beyond its own borders, particularly over the past year. NPR's international correspondents explored the experiences of people on six continents, linked together by the common thread of China's growing influence in their regions.

Together, their reporting produced the largest coordinated series in the International Desk's history, with correspondents filing stories from our bureaus in Nairobi, Rio de Janeiro, Islamabad, Mexico City and beyond.

## Expanding Our Reach: Manila And Mumbai

In March, the NPR International Desk announced it would expand coverage in Asia by establishing a new bureau in Manila, Philippines and re-locating NPR's India bureau to Mumbai. Our correspondents Julie McCarthy and Lauren Frayer, respectively, took up their new posts in the early summer, while our Manila bureau officially opened in January 2019.

At a time when southeast Asia's socio-political influence seems to play a larger and larger role on the international stage—from unrest in Myanmar to India's rising global prowess—it's essential that NPR positions reporters close to the action to bring our audiences clear and timely coverage from wherever news happens. Manila represents NPR's first outpost in southeast Asia, adding to our network of international bureaus across the globe.

### Photos (opposite) from top to bottom

Ari Shapiro  
Stephen Voss/NPR

Steve Inskeep  
Allison Shelley/NPR

Rachel Martin  
Stephen Voss/NPR

Mary Louise Kelly  
Eric Lee/NPR

## Hosts On The Scene: A Snapshot Of International Coverage From Our Newsmagazines

When historic news unfolds outside our borders, NPR will often deploy the hosts of *Morning Edition* and *All Things Considered* to bring stories home to our listeners. As daily companions for millions of Americans, our hosts act as familiar and trusted guides, helping our audience navigate complex issues and events shaping our world.

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**Ari Shapiro** interviewed residents of **Zimbabwe** after longtime authoritarian president Robert Mugabe resigned (June 2018)

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**All Things Considered** was live in **Moscow** in March to cover the presidential election (March 2018)

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**Steve Inskeep** reported from behind the front lines of **Yemen's** civil war (March 2018)

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**Steve Inskeep** traveled to **Israel** to cover the U.S. Embassy move from Tel Aviv to Jerusalem (May 2018)

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**Rachel Martin** went to **Seoul** to cover the U.S.-North Korea summit with our bureau correspondents from South Korea and China (June 2018)

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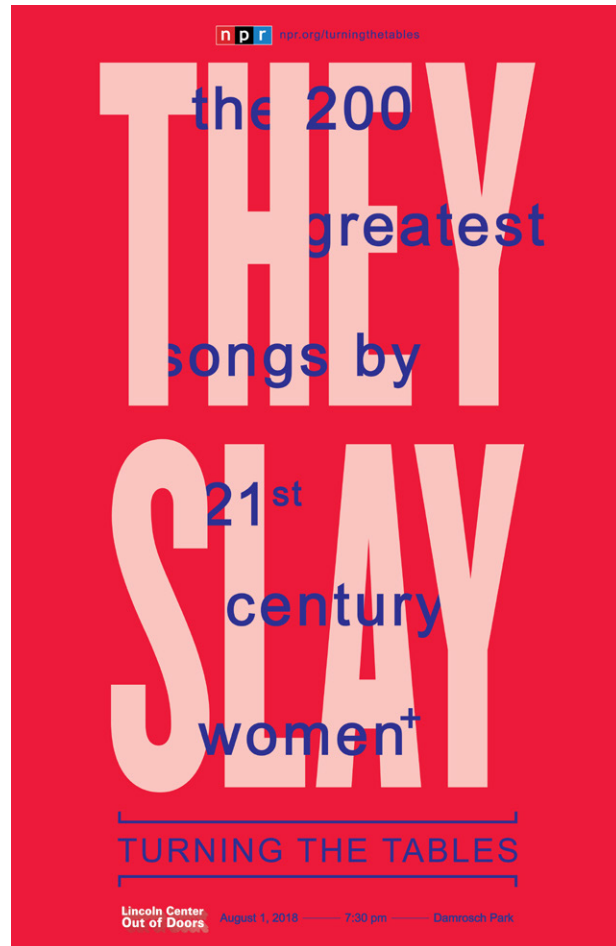
**Mary Louise Kelly** reported from inside **North Korea** for the country's 70<sup>th</sup> anniversary celebration, the first time NPR has been on North Korean soil since 2010 (September 2018)





# Arts And Life

A central part of NPR, our arts and life coverage encourages conversation, promotes discovery, broadens perspectives and enriches lives. From musicians who defy genres, to a new generation of Muslims in America, here we recognize the stories from last year that connected us to new ideas and celebrated the human experience.



Beyoncé Knowles performs onstage during 2018 Coachella. Larry Busacca/Getty Images for Coachella

## The 200 Greatest Songs By 21<sup>st</sup> Century Women+

In 2018, NPR Music and its Member stations embarked on season two of its “Turning the Tables” series dedicated to recasting the popular music canon in more inclusive and accurate ways. While season one reconsidered the classic album era with a list of 150 Greatest Albums by Women, season two paid tribute to women making music today with a list of 200 Greatest Songs by 21<sup>st</sup> Century Women and an essay series on the 25 Most Influential Women Artists of the 21<sup>st</sup> Century. The list was curated by a panel of more than 70 women and non-binary writers to showcase the spectrum of gender diversity that exists and recognize those women pioneering new sounds.

This isn’t the last time you’ll hear from “Turning the Tables”: NPR has plans to continue our canon-flipping coverage across the next few years. It’s part of our continued commitment to highlighting and thinking carefully about representation, both by and in modern media.

## From Defending To Defining: NPR Series Shares Experiences Of Young American Muslims

Over the last decade, Muslims have increasingly contributed to the fabric of America by way of art and culture, at the intersection of race, class and identity.

In collaboration with National Geographic, NPR and correspondent Leila Fadel traveled across the country—from Chicago to Los Angeles to northern California to southern Texas—to discover how a new generation of American Muslims has moved from defending itself, as Muslim communities did in the aftermath of the September 11, 2001 attacks, to defining itself.

Fadel, photojournalist Lynsey Addario and MacArthur Fellow Rami Nashashibi gathered last May at National Geographic to discuss the “Muslims in America: A New Generation” series and share their discoveries while exploring the multifaceted culture and experiences of these communities.



Eslah Attar for NPR

## Hidden Brain’s Episode “Why Now?” Offers Profound Analysis Of #MeToo

2018 was the year of the #MeToo movement. From Hollywood to Gamergate, NPR’s *Hidden Brain* broke down the phenomenon of the movement in the episode, “Why Now?” Following the accusations against playwright Israel Horowitz, the show used psychological concepts to understand what about our culture today has enabled allegations of sexual assault and harassment to be taken more seriously than in decades past.

“Why Now?” harnesses the power of meaningful, long-form storytelling that resonates with listeners. In February 2019, *Hidden Brain* was recognized with an award from the American Psychoanalytic Association, which called the episode an “excellent piece of journalism” and “an inspiration to women who are wondering, perhaps struggling with whether to speak up about sexual harassment.”

# HIDDEN BRAIN

# New Programs, New Ideas

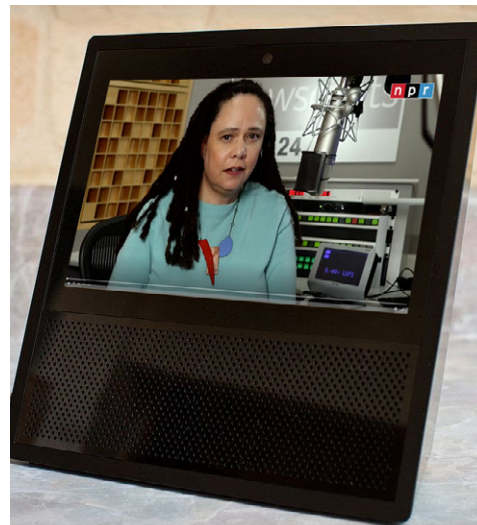
*Building on our broadcast expertise, NPR is reimagining the way we tell stories to serve audiences across platforms. In 2018, we experimented with immersive audio and video, launched two new podcasts and created original content for emerging devices, all in support of our mission to keep people everywhere informed.*

## Visual Newscast Launch

In 2018, NPR introduced a visual component to the famous 24-hour newscast heard throughout public media.

The Visual Newscast is available on smart speakers equipped with smart screens and includes photos, videos and animation.

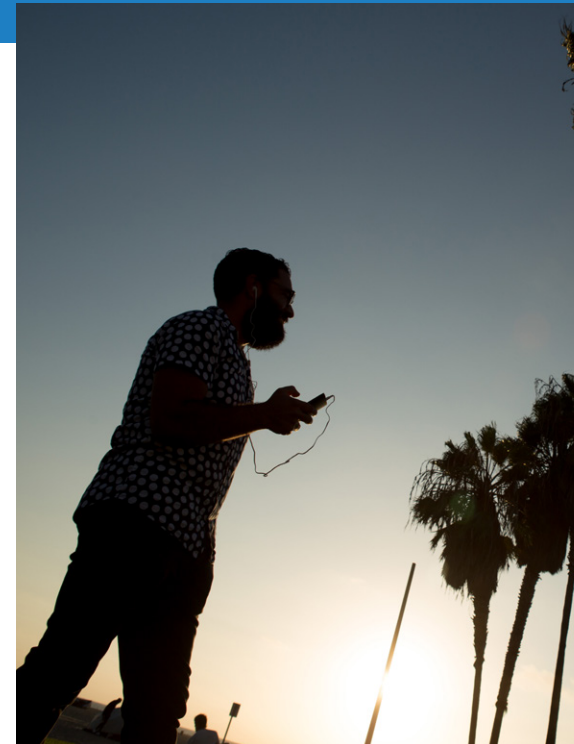
Establishing a visual newscast has laid the essential foundation for NPR to expand coverage to more visual digital platforms, allowing us to keep audiences informed anywhere they seek news.



Korva Coleman on NPR's visual newscast on an Amazon Echo Show. *NPR*



Smart Speaker Expo at the NPR headquarters in Washington, D.C. *Eric Lee/NPR*



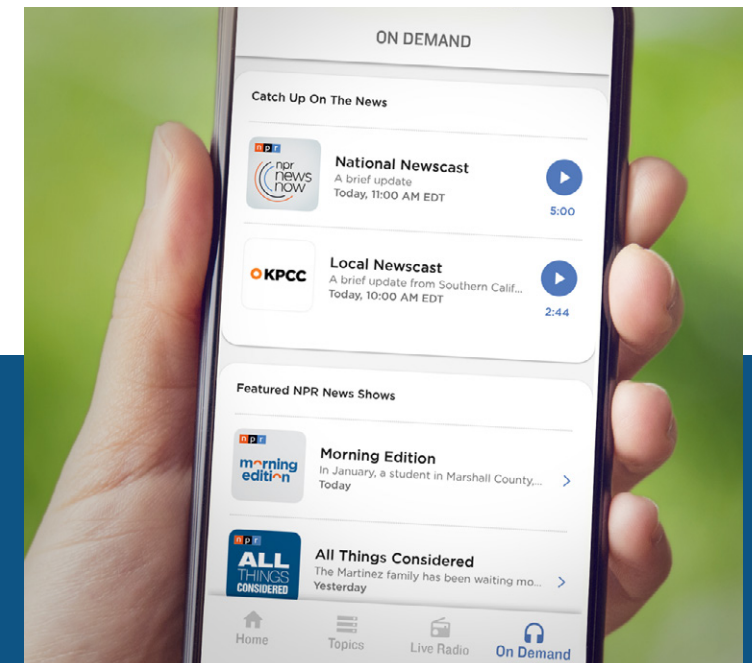
Listener Augusto Rivero in Venice Beach, CA. *Allison Shelley/NPR*

## The NPR App Gets An Update

In an effort to accelerate our digital reach, we've made public radio more personalized. Our latest updates to the NPR App allow listeners to stream curated content based on listening habits right from their smartphones.

The NPR App gives listeners a personal experience, wherever they are. Users can scan headlines and explore a range of subjects through intuitive navigation. When news breaks, users are the first to know with push alerts.

Through a localization algorithm, users can quickly identify their primary Member station and access their local live stream, headlines, stories and podcasts and even donate.



*NPR*



Laundry/NPR

### Experimenting With Spatial Audio

As immersive video formats grow in popularity, NPR audio engineers have been experimenting with techniques for how to record high-quality spatial audio—an audio format that allows a listener to experience sound in all directions.

NPR's initial foray into 360-degree video began as part of the Journalism 360 Challenge (J360), which focused on exploring some of the simplest ways to work in an immersive medium with a compact and portable equipment setup. During a recent trip to Puerto Rico, NPR's Andy Huether, with Audio Engineering, helped engineer an audio-video project to cover the aftermath of Hurricane Maria.

### Smart Speaker Growth

Radio isn't going away, it's going everywhere. According to a recent NPR/Edison Research Smart Audio Report, 16 percent of Americans over the age of 18 own a smart speaker. That amounts to nearly 39 million people. Another staggering statistic is, of those owners, about 71 percent are listening to more audio since acquiring a smart speaker for their home. In 2017, four percent of NPR's live streaming listening hours came through smart speakers. It's now at 19 percent, according to Joel Sucherman, Vice President of New Platform Partnerships.

"Everyone has smart speaker fever," said Chief Digital Officer Thomas Hjelm. "[We're] very eager for NPR in particular, but public radio in general, to take a leadership position and to be as accessible as possible."

It's also why we're continuing to develop smart speaker skills for the public radio audience. We've enabled users to access their favorite Member station—wherever they are—just by asking their device. Including Member station streams is part of the effort to provide the same local-national blend of news that our audience loves on broadcast.



### Believed

In collaboration with Michigan Radio, NPR's first investigative podcast explores two decades of sexual abuse by former Olympic doctor, Larry Nassar, and how 150 women won justice in one of the largest serial sexual abuse cases in U.S. history. The series premiered at the height of the #MeToo movement, challenging society to believe sexual abuse victims, while calling out their abusers.

*Believed* episodes averaged 271,000 downloads per episode in the first four weeks after being published, placing it among other popular NPR podcast launches like *Hidden Brain* and *Rough Translation*.

The last episode of *Believed* underlined MSU President John Engler's ongoing dismissive behavior toward victims of Nassar. Engler has since resigned after mounting pressure. *Believed* won a Dart Award from the Columbia School of Journalism and has been nominated for a Peabody.



### Life Kit

NPR's new collection of audio guides offers sound advice from the pros on life's to-dos, including deep dives into topics like personal finance, health and more. The podcast debuted in December 2018 and has since grown into collaborations with mentors and listeners alike.

For the first time, NPR collaborated with Sesame Workshop to produce a *Life Kit* series on parenting, backed by over 50 years of experience to help out with hard-to-have conversations with kids.

Through *Life Kit*, NPR is able to fulfill our mission in an entirely new way, delivering information that helps people to lead healthier, more productive lives.

**"Our audio engineering team also explored new territory—combining sound-rich and immersive audio with in-depth reporting and narrative."**

—ANDY HUETHER

# Beyond The Headlines



# NPR Events Invite Listeners To Join The Conversation

One of the hallmarks of public radio is the personal connection listeners feel to our hosts and programs. From live tapings of our popular podcasts, to interactive learning experiences, NPR hosted over 100 events last year in communities throughout the country.

## A Day Built On Big Ideas

In October, over 600 doers, creators and innovators from around the world gathered in San Francisco for NPR's first-ever *How I Built This* Summit, a live event designed to help budding entrepreneurs expand their big ideas into businesses of their own. Supported by American Express, the day featured main stage interviews with *How I Built This* host Guy Raz and notable business people including Lisa Price of Carol's Daughter, Jennifer Hyman of Rent the Runway, John Zimmer of Lyft, Katrina Lake of Stitch Fix, Eric Ryan and Adam Lowry of Method and Joe Gebbia of Airbnb, along with over 30 additional speakers and mentors in breakout sessions.

The experience not only gave hundreds of attendees the opportunity to be part of their favorite NPR show, it also created a community where participants could share their stories, learn from one another and walk away with valuable resources to grow the next great venture. That community lives on, with more than 7,000 members exchanging entrepreneurial ideas in a "How You Built That" Facebook group that started in anticipation of the summit.

## The (Not So) Tiny Desk Contest Tour

The Tiny Desk Contest marked its fourth year and its largest tour to date with 10 stops in eight cities. Out of nearly 5,000 entries from all 50 states, Los Angeles' Naia Izumi was selected as 2018's winner.

Fueled by Lagunitas Brewing Company, NPR Music took Naia on the road to showcase the country's best undiscovered talent and help audiences discover their new favorite artists. Contest entrants from the cities we visited performed as the tour's openers, allowing 21 unsigned artists to take the stage with Naia.

In addition to the tour, Member stations highlighted the vibrant music in their own communities by holding local Tiny Desk Contest events showcasing Contest artists from their regions.



Tiny Desk Contest on the Road in St. Paul Minnesota.  
Emmet Kowler/NPR

# Celebrating Together

Several NPR programs reached significant milestones in 2018. We couldn't think of a better way to celebrate than with the people who made it happen—our dedicated listeners and supporters.



## 20<sup>th</sup> Anniversary

NPR's beloved weekly quiz program *Wait Wait...Don't Tell Me!* celebrated its 20<sup>th</sup> anniversary with a series of major live shows. The commemorative tour included *Wait Wait's* biggest show ever, held at the Chicago Theatre in partnership with Member station WBEZ. Thanks to our incredible fans, *Wait Wait* is now carried on more than 720 stations and boasts more than four million broadcast listeners each week.



## 10<sup>th</sup> Anniversary

*Planet Money*, NPR's playful economy-explainer podcast, celebrated its 10<sup>th</sup> anniversary with an intimate event recognizing over 100 supporters, show alumni, current staff and donors who have helped make the program one of NPR's longest-running and most listened-to podcasts. The *Planet Money* team also shared a look back at their top 10 favorite episodes over the past decade and invited fans to join in on the fun by tweeting their favorites to @planetmoney using #PM10.



## 100 Episodes

The *Hidden Brain* podcast celebrated its 100<sup>th</sup> episode with a special live taping event at NPR headquarters featuring renowned psychologist Daniel Kahneman. The event gave a few lucky "superfans" a behind-the-scenes look at their favorite NPR show and allowed the *Hidden Brain* team to thank all those who have helped make the science and storytelling podcast the fastest growing show in NPR's portfolio.

# Faces Of NPR

Every story you hear and read on NPR is a curation of experiences that brings the world that much closer. Meet the individuals who are bringing a fresh perspective to your favorite programming and, like many others, are making our mission of a more informed public possible.



Sandy Honig/NPR

## **Noel King, Host, Morning Edition and Up First**

Noel King joined NPR in 2016 after working as a senior reporter for *Marketplace* and as a fill-in host for *Marketplace Morning Report*.

In addition to her role as host of *Morning Edition* and *Up First*, King is a correspondent for *Planet Money*. Whether addressing complex economic questions or exploring social issues, King's curiosity-driven reporting brings fresh nuance to three of NPR's most popular shows.

## **Ailsa Chang, Host, All Things Considered**

After leaving a clerking position on the San Francisco Court of Appeals, Chang joined public radio as an NPR Kroc Fellow, then as a congressional correspondent, covering battles over health care, immigration, gun control, executive branch appointments and the federal budget.

Now, Chang's role as host of our flagship broadcast show, *All Things Considered*, allows her to exercise her award-winning investigative muscles across the biggest stories of the day for the most listened-to afternoon news radio program in the country.



**Nancy Barnes, Senior Vice President of News and Editorial Director**

NPR welcomed Nancy Barnes to the NPR family in October 2018. Prior, Barnes spent nearly 30 years leading high-performing teams at the *Houston Chronicle* and Minneapolis Star Tribune Media Company, delivering award-winning journalism to the public. Most recently, she developed the *Houston Chronicle* into a metro paper known for national-caliber journalism with deep local roots.

Wanyu Zhang/NPR



**Ayesha Rascoe, White House Reporter for NPR**

Before joining NPR in April 2018, Ayesha Rascoe started her career at Reuters after graduating from Howard University. She first reported on energy and environmental policy news, then later covered the White House beat, chronicling President Barack Obama’s final year in office and the beginning days of the Trump administration. Today, she’s one of NPR’s four White House correspondents. At a time when the White House is under more scrutiny than ever, Rascoe represents the strong reporting needed in our nation’s capital.

Allison Shelley/NPR



**Jane Arraf, International Correspondent, NPR News**

Since 2017, Jane Arraf has provided coverage in Egypt, Iraq and other parts of the Middle East for NPR News. Now based in Cairo, Arraf spent two decades covering Iraq, including live reporting of the Iraq War in 2003. While other news outlets are reducing their international presence, NPR has worked diligently with a network of seasoned correspondents like Arraf who are based across the globe, providing audiences with greater context to world events.

Wanyu Zhang/NPR



**Ayda Pourasad, Research Strategy, Archives and Data Analysis**

Ayda Pourasad provides reference and research services to news professionals at NPR by utilizing all formats of information resources. With the help of Pourasad, NPR is able to catalog and locate stories dating all the way back to our first broadcast 1971. Because of these efforts, we’re able to chronicle the impact made from our reporting, while keeping inventory of our stories for future generations.

Wanyu Zhang/NPR



**Sohail Anwar, Senior Director, IT Operations**

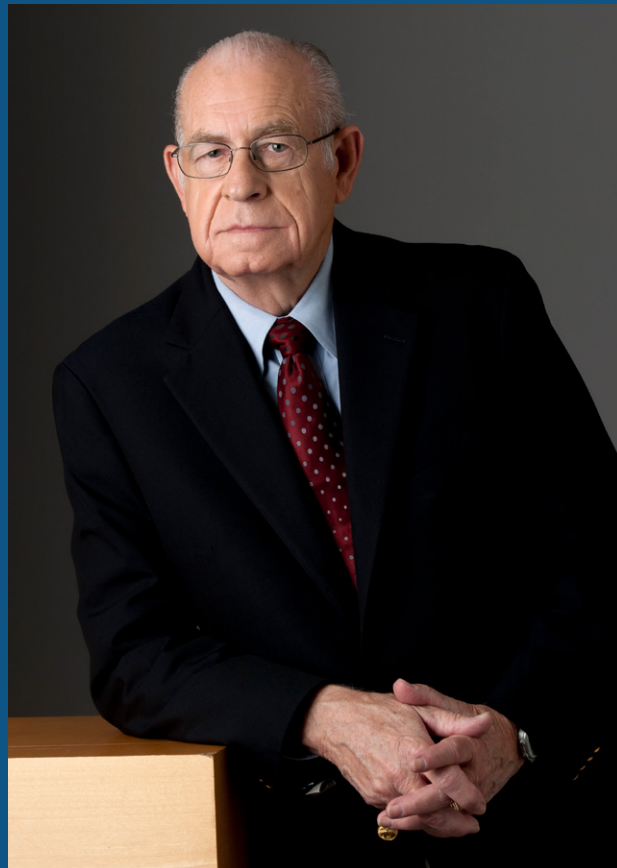
Sohail Anwar has been at NPR for almost 10 years, providing leadership to the IT Operations team. In this capacity, Anwar oversees the IT Service Desk, Infrastructure and the Cybersecurity teams. Along with his team and other stakeholders, Anwar is responsible for the management, strategy and execution of a robust and secure technology infrastructure for the entire organization. This infrastructure is part of the work we’re doing to ensure public radio has the digital systems in place to serve our audience for years to come.

Wanyu Zhang/NPR

**“From our journalists covering the important stories to our technical teams who make all of our work possible, it is an honor and a privilege to work with so many creative, talented people every day.”**

—LOREN MAYOR, PRESIDENT, OPERATIONS

# Remembering Carl Kasell



Doby Photography/NPR

**“I can honestly say I am the luckiest man around to be able to have worked at a job I love for so many years. It’s truly been a joy for me.”**

—CARL KASELL



Wait Wait...Don't Tell Me! show announcer Carl Kasell with host Peter Sagal. Antony Nagelmann/NPR

**“Carl connected all of us. He connected us to the news and the world in his decades as a journalist and as a newscaster. He connected us to laughter and to the absurdity of life in his work with *Wait Wait... Don't Tell Me!*”**

**And through it all, he connected us to something deeper: a human way of seeing the world, a human way of seeing each other and a human way of seeing ourselves.”**

—JARL MOHN

**For more than three decades, Carl Kasell brought authority to public radio and America never stopped listening.**

His start in radio was at the age of 16, filing through his proudest vinyl and recording homemade commercial slots on his grandmother's Victrola. He went on to DJ a late-night music show for his local station and spent a lifelong career on air. Behind his passion for public radio was a familiar voice that became synonymous for listeners of NPR's favorite quiz show, *Wait Wait...Don't Tell Me*, with over 2,000 custom voice memos and a few magic tricks to prove it. Kasell passed away last year at the age of 84 but his legacy will continue to be etched in the fabric of NPR programming forever.



# Donor Spotlights

Our donors tell us every day how passionate they are about supporting NPR and how deeply they believe in our work. We're excited to share a few of the stories behind the people that power public radio.



Listener Chris Cornelius in Red Rock Canyon National Conservation Area, just outside of Las Vegas, Nevada.  
Allison Shelley/NPR

**“To me, NPR has always been about the open and honest relay of information and experiences between people from all over the world.”**

—CHRIS CORNELIUS, NPR LISTENER

## Miranda Dean

### Workplace Giving

Miranda Dean of Charlotte, North Carolina, first started tuning in to NPR while attending UC Berkeley and hasn't stopped since. A self-described “fanatic NPR listener,” Miranda plugs in to *Up First* and *Morning Edition* on the NPR One app on her way to work, and listens to NPR podcasts throughout the day. For fun, she loves to travel the world, seeking out the best scuba diving spots and listening to NPR along the way. Miranda donates to NPR through her company's workplace giving program, which provides a dollar-for-dollar match to help maximize the impact of her gift.

In addition to her love for NPR, Miranda loves to travel. She recently returned from Tanzania, where she experienced her first safari. Miranda's favorite NPR podcasts—*Planet Money* and *Rough Translation*, to name a few—kept her entertained on the long journey there and back.



Miranda on a safari in Tanzania. Miranda Dean

### What moved you to make a gift to NPR last year?

I've been an avid (better yet, fanatic) NPR listener since my college days, when a professor challenged our class to spend 20 minutes a day following NPR, *The Guardian* or BBC. I was so captivated by NPR's stories and reporting style that I spent all my commuting time listening to NPR. Before I knew it, I was referencing stories and examples I learned about on NPR in all my classes. Now, I love listening to NPR because it gives me something non-work-related to discuss with my colleagues every day.

I value NPR's sound reporting, and I love that they keep it fun. I also like that NPR reports on topics that stretch your mind and presents them in a funny and easy-to-understand way. Simply put, NPR keeps me in the know.

### Do you have a favorite NPR program or host?

I absolutely love *Planet Money*! It's so dorky, cool and funny. I wish I could be a fly on the wall when the team is recording—they have the coolest office culture. My favorite host, however, is Korva Coleman. I just love the way she says, “Live from NPR News in Washington, I'm Korva Coleman.” It puts a smile on my face every morning.

### If you could describe NPR in one word, what would it be?

Mesmerizing.

## Samir Youssef Naguib

### Planned Giving

Samir resided in Denver with his wife, Sarah Hawkins, who has provided responses here on the couple's behalf. Samir's love of NPR and Colorado Public Radio was well known to his family and friends; he felt that their reporting and stories greatly contributed to his lifelong learning. Samir graciously chose to leave a portion of his estate to NPR following his passing in January 2018 after a fierce battle against cancer.

Samir took an interest in almost everything that NPR reported on and enjoyed sharing stories about animals with his wife.



Here, Samir shares a loving moment with the couple's standard poodle, Olive. Sarah Hawkins.

### What moved you and Samir to the decision of making a planned gift to NPR?

Samir felt NPR was instrumental in his ongoing education about the world around him. He was interested in just about anything NPR reported on: U.S. and global affairs, the environment, politics, the economy, social and gender issues, immigration issues, sports, health care, you name it, he listened. If he rattled off some statistic or factoid, it wasn't unusual for somebody to laugh and say they bet he had heard it on NPR.

I encouraged Samir to include NPR in his will as I knew it would be important to him that he be able to leave a significant part of his estate to an organization that he admired and trusted so fully. Now, when I listen to NPR, I think of my wonderful husband, whose legacy—in part—will be about helping to continue educating others.

### Which NPR program or podcast best summarizes Samir as a person and why?

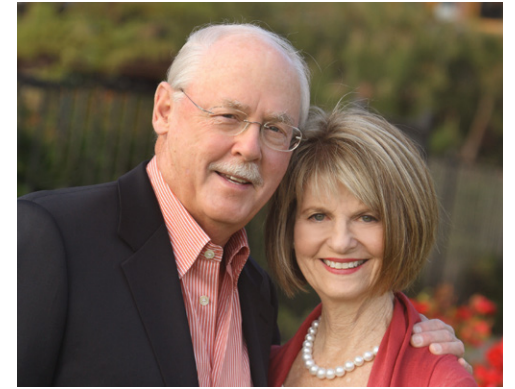
*Car Talk*—hosted by Click and Clack, the Tappet Brothers—reminds me of Samir. He could take a serious, but often not well understood subject, like tax codes, and educate people on the basics, the obscure, the mundane and the ridiculous aspects of the U.S. tax code; and he would have a ball doing it and would make it a fun experience!

## Dan and Phyllis Epstein

### Major Giving

Dan and Phyllis Epstein of La Jolla, California, have been tuning in to NPR for over 25 years. After being longtime supporters of their local NPR Member stations, in 2016 the couple made a personally meaningful gift to the network to help launch the David Gilkey and Zabihullah Tamanna Memorial Fund. The fund, which was created in honor of NPR photojournalist David Gilkey and fellow journalist and translator Zabihullah (Zabi) Tamanna, supports the safety, security and welfare of NPR's international journalists.

Passionate about the arts, culture, and education, Dan and Phyllis Epstein are known for their generous service to their community. In addition to supporting NPR, the Epsteins are steadfast supporters of Member stations KPBS, KPCC and KCRW.



Dan and Phyllis Epstein

### What moved you to the decision of making a gift to help establish the Memorial Fund?

We started supporting public radio by giving to our local NPR Member station KPBS and also to KCRW and KPCC in LA; we've given to all of them over the last several years. After Jarl Mohn became president and CEO of NPR, we were inspired by his leadership and wanted to do more. We wanted to do something meaningful that would impact other people within the organization.

After the tragic passing of David Gilkey and Zabi Tamanna while on assignment, we decided we wanted our gift to help provide safety and protection for NPR's correspondents around the world who report in dangerous areas. That truly resonated with us.

### How do you like to connect with NPR?

**Dan:** I've always been kind of a news junkie. I listen probably four hours per day. I listen in the morning—during my workout, getting ready for work, commuting in, whenever I'm in the car—and in the evening before bed. If I'm going to be in Scotland or Paris or wherever, I'll go online and listen to NPR. I travel a lot and wherever I am, it's with me.

**Phyllis:** You should hear what we used to do before the internet to listen around the world. We used to stick an antenna out of the windows of hotel rooms. There was one point, years ago, that we were traveling abroad, listening in a tent in the middle of nowhere on Dan's shortwave radio.

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*The stories shared, the growth achieved and the meaningful changes made as a result of NPR's reporting in 2018 would not have been possible without the support and generosity of all of our Member stations, donors and corporate sponsors. Our deepest thanks to all of the following people and institutions who power NPR:*

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*We are incredibly grateful to all members of the Joan B. Kroc Legacy Society, without whom we could not continue our important work.*



The late Joan B. Kroc. *Twyla Cecil*, courtesy Joan B. Kroc Institute for International Peace Studies

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Kumon	MOO	People for the American Way	Secret City Records	Tire Rack	W.W. Norton & Company
KWMU	Morgan Stanley	Pep Boys	Secretly Group, The	Toggl	WABE
<b>L</b>	Mozilla	Peppercorn Media	Select Comfort Corporation	TOR	Walmart
Lagunitas Brewing Company	MSNBC	Performance Bicycle	Shell Oil Company	Trader Joe's West	Walt Disney Studios
League, The	<b>N</b>	Pharmaceutical Research and Manufacturers of America	Showtime	TransferWise	Warner Bros. Pictures
Leesa	Namely	Policygenius	Sierra Nevada Brewing Company	TransUnion	Warner Music Group
LegalZoom	National Geographic Channel	Prezi	Silvercar	Turner Broadcasting	Wasabi
LendingTree	National Science Foundation	Procter & Gamble	Simon & Schuster	Twenty20	Washington's Lottery
Liberte	NBC Universal	Progressive Casualty Insurance Company	SimpliSafe	<b>U</b>	WBEZ
Liberty Mutual	NCAA	Prudential	Slack Technologies	U.S. Bank	Wealthsimple
Library of Congress	Neon	<b>Q</b>	Smartnews	Uber	Wells Fargo
Life is Good	Nest Labs	Qapital	Smithsonian Channel	Uber Eats	Westin Hotels & Resorts
LifeLock	Netflix	Quicken	Sock Club	Udacity	WeWork
Lindamood Bell Learning Processes	NetfliX	Quicken Loans	Sonos	Udi's Healthy Foods	WGBH
LinkedIn	New American Economy	Quip	Sony Music Entertainment	Ultimate Software	WGN America
Lionsgate	New School, The	<b>R</b>	Sony Pictures	Union of Concerned Scientists	William Morrow & Co.
Literati	New West Records	Random House	Southern Poverty Law Center	Unisys	Wisconsin School of Business
Little Passports	New York Botanical Garden	Raymond James	Spotify	United Airlines	Wix.com
Little, Brown and Company	New York Times	Red Bull	Squarespace	United States Army	WordPress
Live Nation	New York University	Redeye Distribution	St. Martin's Press	United States Department of Homeland Security	Wunder Capital
LogMeIn	New Yorker	REI	Stamps.com	United Way of Central Ohio	<b>X</b>
Lonely Planet	Newsy	Rhino Entertainment	Stanford Children's Health	UnitedHealthcare	Xero
Loyola Marymount University	Nintendo	Rice University	Staples	Universal Music Group	<b>Y</b>
Lumber Liquidators	No Quarter Records	Richemont	Starbucks	Universal Pictures	YMCA
Lyft	Nonesuch Records	Right at Home	Starz	University at Buffalo	YouTube
<b>M</b>	Northwestern University	Road Scholar	State Farm	University of California, Davis	<b>Z</b>
Mac & Mia	Novo Nordisk	Roadside Attractions	State Street	University of California, San Francisco	Zegrahm Expeditions
Macmillan Publishers	Nuveen	Robert W. Baird & Co.	Sterling Publishing	University of Dayton	ZipRecruiter
Madewell	<b>O</b>	Robinhood	Stonyfield	University of Florida	Zola
Madison Reed	Ooma	RockAuto	Stowaway Cosmetics	University of Kansas Health System	Zoom
Magnolia Pictures	Open Road Films	Root Insurance Company	STX Entertainment	UNTUCKit	
Magoosh	Oppenheimer Funds		Subaru of America	UPS	
Maine Office of Tourism			Sun Basket		

# Finances

The financial information is presented for convenience purposes only. While the figures are extracted from supplemental materials in the audited financial statements, the information should not be relied on.

NPR's financial statements can be found at [npr.org/finances](http://npr.org/finances). A complete copy of the consolidated financial statements is also available upon request.

## NATIONAL PUBLIC RADIO, INC.

### Parent Company Only Statements of Financial Position

September 30	2018	2017
<b>Assets</b>		
Cash and cash equivalents	9,192,727	11,365,450
Restricted cash and cash equivalents	3,675,659	3,729,947
Accounts receivable, net	36,109,560	32,449,171
Contributions receivable, net	12,598,310	11,574,972
Investments	78,934,819	76,656,942
Property and equipment, net	210,400,696	215,494,131
Prepaid expenses and other assets	6,775,105	4,644,902
<b>Total assets</b>	<b>\$357,686,876</b>	<b>\$355,915,515</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	27,803,016	28,803,054
Deferred revenue	22,104,148	23,019,442
Debt payables	174,847,429	178,019,283
<b>Total liabilities</b>	<b>224,754,593</b>	<b>229,841,779</b>
<b>Net assets</b>	<b>132,932,283</b>	<b>126,073,736</b>
<b>Total liabilities and net assets</b>	<b>\$357,686,876</b>	<b>\$355,915,515</b>

## NATIONAL PUBLIC RADIO, INC.

### Parent Company Only Statements of Activities

For the years ended September 30	2018	2017
<b>Unrestricted activities</b>		
<b>Operating revenues</b>		
Station programming fees and membership dues	80,082,387	78,599,830
Corporate sponsorships	97,071,058	80,531,905
Grants and contributions, includes net assets released from restriction	27,261,482	28,987,607
Distribution and satellite interconnection	15,624,826	12,709,557
Distribution from endowment to support operations	12,117,556	11,862,855
Digital	5,392,415	5,401,867
Return on investments and other revenue	14,533,606	14,659,512
<b>Total operating revenues</b>	<b>252,083,330</b>	<b>232,753,133</b>
<b>Operating expenses</b>		
Content	128,372,604	120,581,123
Digital	23,430,024	23,052,062
Distribution and satellite interconnection	17,430,553	13,647,875
Support and other program services	72,134,598	62,764,864
<b>Total operating expenses</b>	<b>241,367,779</b>	<b>220,045,924</b>
<b>Operating surplus</b>	<b>10,715,551</b>	<b>12,707,209</b>
<b>Nonoperating activities</b>		
Interest expense	(5,901,409)	(5,935,406)
Other, net	(540,439)	593,843
<b>Total nonoperating activities</b>	<b>(6,441,848)</b>	<b>(5,341,563)</b>
<b>Change in unrestricted net assets</b>	<b>4,273,703</b>	<b>7,365,646</b>
<b>Change in temporarily restricted net assets</b>	<b>2,584,844</b>	<b>(4,986,693)</b>
<b>Change in total net assets</b>	<b>6,858,547</b>	<b>2,378,953</b>
<b>Net assets at beginning of the year</b>	<b>126,073,736</b>	<b>123,694,783</b>
<b>Net assets at end of the year</b>	<b>\$132,932,283</b>	<b>\$126,073,736</b>

NPR competes for and receives grants from the Corporation for Public Broadcasting (CPB) and federal agencies. Such funds may only be used for the purposes stipulated in the grant. During fiscal years 2017 and 2018 NPR earned revenue from:

For the years ended September 30	2018	2017
Federal agencies totaling	\$110,000	\$156,647
CPB competitive grants totaling	\$1,381,357	\$1,803,015

# Honors And Recognition

*For all that you've helped us accomplish in 2018 and for all you continue to do to power public service journalism, thank you.*

## Peabody Awards

### **News, Radio/podcast and public service**

"Lost Mothers: Maternal Mortality in the U.S." series, NPR and ProPublica

## George Polk Award

### **Medical Reporting**

"Lost Mothers: Maternal Mortality in the U.S." series, NPR and ProPublica

## Ruderman Award for Covering Disabilities

### **Excellence in Reporting on Disability First Place**

"Abused and Betrayed" series

## Goldsmith Investigative Reporting Prize

"Lost Mothers: Maternal Mortality in the U.S." series, NPR and ProPublica

## Lowell Thomas Award from the Overseas Press Club of America

*Rough Translation* episode  
"The Congo We Listen To"

## James Beard Media Foundation Broadcast Media Awards

### **Journalism Award Publication of the Year**

*The Salt*

### **Broadcast Media Award Radio Show/Audio Webcast**

"The Legacy of the Mississippi Delta Chinese"

## Gracie Awards from the Alliance for Women in Media

### **Reporter/Correspondent/Host - Non Commercial**

Mary Louise Kelly, *All Things Considered*

### **Series - Non Commercial**

"#MeToo: Conversations About Sexual Harassment"  
NPR's *Weekend Edition Sunday*

### **Crisis Coverage - Non Commercial**

NPR's National Desk Crisis Reporting

### **Interactive Media - Blog**

NPR Music's "Turning The Tables" series

### **Online Video Host or Correspondent**

Elise Hu, *Elise Tries*

### **Interview Feature - Non Commercial**

"Three Generations Reflect on Hollywood, Harassment and Hitchcock"

## Edward R. Murrow Awards

NPR won five Edward R. Murrow Awards, the most honors of any news outlet this year, for:

### **Continuing Coverage**

Immigration Coverage

### **Excellence in Social Media**

*Hidden Brain*

### **Excellence in Sound**

"What Happened When the Gunshots Started"

### **Hard News**

"They Told Me I Wasn't A Human Being":  
Gay Men Speak Of Brutal Treatment In Chechnya"

### **News Documentary**

*Embedded* episode  
"Trump Stories - 'The Golf Course'"

## IRE Award from the Investigative Reporters and Editors

### **Radio/Audio Large**

"They Got Hurt at Work, Then They Got Deported" in collaboration with ProPublica

### **Broadcast/Video Division 1**

Finalist honor

### **Print/Online Division I**

Finalist honor

## White House News Photographers Association Awards

NPR's Visuals Team received 12 honors in the **White House News Photographers Association's 2018 Eyes of History: Multimedia Contest** for the following stories:

### **News Story**

"What Democracy Looks Like: A Portrait of Inauguration Weekend, 2017"

### **Issue Reporting**

"Can Gory Police Dog Arrests Survive The Age of Video?"

### **Animation**

"How Eclipses Changed History"  
"The Golden Age of Germs"  
"For LSD, What A Long Strange Trip It's Been"

### **One-Off**

Awards of Excellence: Instagram posts #NPRHotPot: "Oreshki" and "Zereshk Polow"

### **Documentary**

"Eclipse 2017: One Nation Under The Sun"  
"Finding Mustafa"

### **Explainer**

"What Would We Lose If We Wiped Out Vampire Bats?"  
"Do Cities Need More Green Roofs?"

### **Best Multimedia Package**

"Refugees In Their Own Country"





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