
NPR ANNUAL REPORT **2014**

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WELCOME TO THE 2014 ANNUAL REPORT FROM NPR

THIS WAS A YEAR MARKED BY NEW FRONTIERS AND FOCUSED VISION AT NPR. In July, we welcomed our new CEO and President, Jarl Mohn, to NPR. An experienced media executive with a passion for public radio, he is looking to elevate NPR's ambitions across the organization. In just his first few months, he made changes to prepare NPR to connect with an increasingly diverse audience, pushed for greater innovation in how we connect with audiences, and inspired greater collaboration between NPR and Member Stations.

Under our new President and CEO, NPR is making strides in living out the strategic aspirations articulated in our strategic plan: "We will be the model for high quality journalism in the 21st century, strengthening the cultural, civic and social fabric of our democracy. We will build on our heritage as reporters and storytellers, on our intimate relationship with audiences, and on our capacity for innovation in order to create a space where audiences congregate, connect and contribute to a shared understanding of the wider world. We strive to feed the mind and satisfy the soul."

In 2014, we expanded our vision, strategy, and execution for innovative projects that extend NPR's reach to new audiences across broadcast and digital platforms, and brought NPR into communities in new ways through live events.

In our News division, we created new opportunities to bring NPR host Michel Martin's voice, perspective, and experience to audiences through "NPR Presents Michel Martin," a new live events series across the country, as well as a greater presence across NPR News programs. In her new role, Martin is taking the studio to the story, going where the nation's most important conversations are happening. Today Martin is telling these stories from their epicenters and in partnership with NPR Member Stations, giving local stories national resonance.

Martin and NPR's Code Switch team led the way in NPR's coverage of the unrest in Ferguson, Missouri, surrounding Officer Darren Wilson's fatal confrontation with the unarmed Michael Brown, and the national dialogue it inspired. NPR and NPR Member Station St. Louis Public Radio covered the massive public response, putting themselves on the front lines in order to report on the interactions between police and protestors. With St. Louis Public Radio, Martin hosted a community conversation that brought diverse points of view to the forefront for thoughtful and impassioned discussion.

Our ambition is to take these kinds of stories everywhere that our audiences are seeking them. To expand the stories we tell, and how we tell them.

We've embraced technology and a multi-platform approach to our work to deepen our coverage and bring NPR to audiences who have not yet discovered us. In March, NPR became the first news provider on iTunes Radio, launching a 24-hour stream offering a whole new way to listen to the NPR newscasts, stories, and programming that our audiences love. We then delivered on a promise to expand that listening experience even further with local streams from across the country.

In the fall, we launched NPR One, a groundbreaking public radio audio app that connects listeners to a stream of public radio news and stories curated for them. Informing, engaging, inspiring and surprising, it's an entirely new way for NPR to present audio content in the digital world. NPR One seamlessly presents reports from local NPR Member Station alongside national news and features from NPR.

NPR is taking our stories to listeners in new ways, and bringing our staff into new areas of the world. In 2014, we announced the upcoming opening of a new bureau in Seoul. Our goal is to expand our coverage of Asia and complement the work of our bureaus in Islamabad, New Delhi, Shanghai, and Beijing. At a time when other news

organizations have reduced international coverage, NPR's 17 foreign news bureaus are covering some of the most important stories of our time, including the rise of ISIS in the Middle East and the outbreak of Ebola in West Africa. Elise Hu, who covers the intersection of technology and culture for NPR's on-air, online and multimedia platforms, will take on a new role as NPR's Seoul reporter.

Thanks to NPR's ongoing commitment to international news coverage, we had our international team throughout the world on the ground to provide coverage of the biggest news stories in 2014: Gregory Warner reporting on Crimea; Ari Shapiro and Emily Harris reporting on the latest conflict between Israel and Hamas; Anthony Kuhn reporting from Beijing on the missing Malaysia airliner and the tragic ferry boat sinking in South Korea; Corey Flintoff reporting from Donetsk on the Malaysia Airline shot down over eastern Ukraine; Leila Fadel in Erbil reporting on the resurgence of fighting in Iraq due to the rise of ISIS.

As Ebola flared in Africa, NPR's Ofeiba Quist-Arcton joined NPR's Global Health and Development Correspondent Jason Beaubien, photojournalist David Gilkey, and quickly expanding teams of NPR reporters and producers to bring this critical story home. Experienced correspondents found themselves in 360-degree danger zones, as they worked to cover the disease and its impact as safely as possible. As Ebola made its way to the U.S., our science team, having spent months covering the epidemic, cut through the fears to report on the facts on the possible spread of the disease in this country.

Throughout 2014, NPR continued to explore the world around us with series like "Borderland: Dispatches From the U.S.-Mexico Boundary" and the special "Heirs of the Revolution: A Changing Cuba" and our extensive coverage of Brazil as the country geared up to host the World Cup and the 2016 Olympic summer games.

News from around the world wasn't the only thing keeping our reporters busy. Here at home the country faced a midterm election. Leading up to the elections and as the ballots closed across the country, our political team was on hand to provide extensive coverage and analysis on the candidates, the issues, and the challenges faced in this year's election cycle. On NPR.org, we launched an Election Night Party, an interactive tool that allowed users to track results from ballot measures, congressional and gubernatorial races, alongside live blogging and social media updates from NPR.

Our spirit of innovation and commitment to our mission continued to earn NPR the respect and appreciation of audiences across the nation, and our peers in journalism. Among our honors this year, NPR was awarded two duPont-Columbia Awards, one of the most highly-regarded recognitions in journalism. The NPR News investigative series "Guilty And Charged," which offered startling evidence of a two-tiered justice system that more harshly punishes the poor with costs and fees, and "Planet Money Makes A T-Shirt," our multi-platform collaboration between Planet Money and the NPR Visuals team, each were honored.

Across the organization, NPR embraced innovation, taking a new look at what we've been doing to create something even more valuable to our audiences.

In the fall, NPR Music joined with Member Station WBGO, and Jazz at Lincoln Center to create the next generation of jazz programming from public radio: *Jazz Night in America*. Hosted by multiple Grammy Award-winning musician Christian McBride, *Jazz Night in America* presents content on multiple platforms and from across the nation to share this uniquely American art form for audiences today, connecting jazz enthusiasts and potential new fans with artists and venues — and each other — through weekly, one-hour broadcasts and an array of 26 live signature

videocasts and on-demand video of jazz events from today's great artists and venues. *Jazz Night in America* is also regularly featured on NPR newsmagazines, including artist profiles, features, and interviews.

And in 2014 NPR's previously digital-only *Alt.Latino* program came to the airwaves as a discrete program, building on the audience it has attracted as a web program and podcast, in its new incarnation. Every week, *Alt.Latino* introduces listeners to new alternative Latin music, including diverse genres such as cumbia, Mexican garage rock, Panamanian rap, heavy metal mariachi and many more boundary-blurring sounds from around the world. In addition to music, *Alt.Latino* features interviews and insightful conversation about Latin events and culture.

Through news and music, NPR and Member Stations are reaching out to audiences wherever they are. We're embracing the digital media world and bringing truth to a saying we have at NPR, "Today's public radio isn't going away, it's going everywhere."

THANK YOU FOR BEING PART OF OUR STORY.

NPR LEADERSHIP TEAM

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Zach Brand

Vice President, NPR Digital Media

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Chief Financial Officer and Vice President, Finance

Marty Garrison

Vice President, Technology Operations, Distribution,
and Broadcast Engineering

Monique Hanson

Chief Development Officer

Jonathan Hart

Chief Legal Officer and General Counsel

Gemma Hooley

Vice President, Member Partnership

Robert Kempf

Vice President and General Manager, Digital Services

Loren Mayor

Chief Operating Officer

Eric Nuzum

Vice President, Programming

Marjorie Powell

Vice President, Human Resources

Mike Riksen

Vice President, Policy and Representation

Christopher Turpin

Acting Senior Vice President, News

Keith Woods

Vice President, Diversity in News and Operations

Leadership team as of December 31, 2014.

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Betsy Gardella

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Kit Jensen

Roger LaMay

Caryn Mathes

Jarl Mohn (Term Began in July 2014)

Greg Petrowich

Marita Rivero (Term Ended in November 2014)

Florence M. E. Rogers

Roger Sarow (Term Ended in November 2014)

Mike Savage (Term Began in November 2014)

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Connie Walker

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NPR FOUNDATION BOARD OF TRUSTEES

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Howard Stevenson

Cambridge, MA

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Concord, NH

Jarl Mohn

Washington, D.C.

Kit Jensen

Cleveland, OH

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20

20th Century Fox Home Entertainment

A

AARP

ABRAMS

Acorn Media

Adobe Systems

AEG Live

Al Jazeera America

Allegro Media Group

Amazon Services

American Committee for the
Weizmann Institute of Science

American Express Company

American Heart Association

American Institute of Architects

American Jewish World Service

American Occupational Therapy
Association

America's Natural Gas Alliance

Anchor Bay Entertainment

Angie's List

Ann Arbor Area Convention & Visitors
Bureau

The Annie E. Casey Foundation

ANTI- Records

Apple

The Argus Fund

Arizona State University

The Arts Center of the Capital Region

AstraZeneca

AT&T Performing Arts Center

Atavist Books

athenahealth

Atlanta Symphony Orchestra

Atlassian

ATO Records

Audible.com

B

Barnes & Noble

Barracuda Networks

Beggars Group

Berkley Books

Berlitz Languages

Better World Club

Betterment

Blinds.com

Blue Apron

Bluebeam Software

Bose Corporation

Brigham and Women's Hospital

Bryant University

BTS

The Bydale Foundation

Byliner

C

Cabot Creamery Cooperative

Cancer Treatment Centers of America

Candlewick Press

Capitol Records

Carbonite

Care.com

CarMax

Carnegie Corporation of New York

CBS

Certified Financial Planner Board
of Standards

Charles Schwab Corporation

Chevrolet

Chicago Zoological Society

Christie's

CIGNA Foundation

CITGO

Citrix Systems

City National Bank

Cleveland Clinic

CNN

Columbia Business School

Columbia University

CommonBond

Concord Music Group

Concrete Marketing

The Conservation Fund

NPR SUPPORTERS

Constant Contact

Corporation for Public Broadcasting

Courgette Records

Craft in America

Creative Artists Agency

Croschal Entertainment Group

CSX Corporation

D

Def Jam Recordings

Delta Air Lines

DK Publishing

Domino Recording Company

Doris Duke Charitable Foundation

Dow Chemical Company

The Ducommun and Gross
Family Foundation

Dutton

E

Easton Press

The Economist

Emma

Encore.org

Endless Pools

Entertainment One Music

Epitaph Records

Esurance Insurance Services

Ewing Marion Kauffman Foundation

F

Fairfax Economic Development
Authority

Fandor

Fathom Events

Fifth Generation

The First Tee

Flowroute

Focus Features

The Ford Foundation

Ford Motor Company

Fox Broadcasting

Fox Searchlight Pictures

Friend Trusted

G

Bill & Melinda Gates Foundation

General Dynamics Information
Technology

George Lucas Educational Foundation

Gevalia

The J. Paul Getty Trust

Glass Doctor

GlaxoSmithKline

Glimmerglass Festival

Google

GPK Foundation

G.P. Putnam's Sons

William T. Grant Foundation

The Great Courses

Greensboro Partnership

The George Gund Foundation

H

Hachette Book Group USA

Harlequin Enterprises

Mary W. Harriman Foundation

HarperCollins Publishers

Harvard Extension School

HBO

Headline Shirts

Healthgrades

Henry Ford, The

The William and Flora
Hewlett Foundation

hibu

Hilton, Lisa

The Holborn Foundation

The Honest Company

Houghton Mifflin Harcourt

I

IBM

IFC

Inada

Indiana University

International Rescue Committee

NPR SUPPORTERS

It Books

Italian Embassy

ITVS

J

John Wiley & Sons

Joseph Drown Foundation

The Joyce Foundation

K

Kennedy Space Center

Kirtland Records

John S. and James L. Knight Foundation

Knopf Doubleday Publishing Group

Kobalt Music

Kobo

The Kresge Foundation

L

Lackberg, Camilla

The Jacob & Valeria
Langeloth Foundation

Laura and John Foundation

Ledbury

Lemelson Foundation

Level 33 Entertainment

Leon Levy Foundation

Lexus

Liberty Studios

LifeLock

Lincoln Center for the Performing Arts

Lindamood Bell Learning Processes

Lionsgate Home Entertainment

Little Pim

Little, Brown and Company

Live Nation

Living Essentials

Lookout

Louisiana Office of Tourism

Leon Lowenstein Foundation, Inc.

Lulu

Lumber Liquidators

Lumosity

lynda.com

M

The John D. and Catherine
T. MacArthur Foundation

Mack Avenue Records

MailChimp

MassMutual Financial Group

Matador Records

Mathnasium

McKesson Corporation

The Melville Charitable Trust

Merge Records

MHI Global

Microsoft Corporation

Millennium Entertainment

MOO

Motor City Casino

Moyers Media

MPI Media Group

Mute Records

Mystic Seaport

N

National Association of Realtors

National Association of Social Workers

National Endowment for the Arts

Natural History Museum
of Los Angeles County

Nautilus

NBC Universal

Netflix

New York Health & Racquet Club

The New York Times

Newman's Own Foundation

Nonesuch Records

Nora Roberts Foundation

Northwestern University

Novo Nordisk

O

Office Designs

The Ohio State University
Medical Center

Ooma

Open Road Integrated Media

Open Society Institute

NPR SUPPORTERS

Orange County Community Foundation

The Orchard

The Overbrook Foundation

P

Pajamagram Company

Pantelion Films

Paramount Pictures

Park Foundation, Inc.

PBS

PBS Distribution

Peerally, Shah

Penguin Group (USA)

Performance Bicycle

Perimeter Six Press

Perseus Books Group

The Pew Charitable Trusts

Pimsleur

Plume

Progressive Casualty
Insurance Company

Public Interest Pictures

Public Welfare Foundation, Inc.

R

RADIUS-TWC

Random House

Raymond James Financial

Rdio

RED

Red Light Management

Redeye Distribution

Regus Group Companies

REI

Relativity Media

Reputation.com

RetailMeNot

Retrofit

Rhino Entertainment

RingCentral

Road Scholar

Robert Sterling Clark Foundation

The Robert Wood Johnson Foundation

RockAuto

Ross University

S

Salesforce.com

Salsa Labs

San Francisco Symphony

SaneBox

Sawyer Studios

The SCAN Foundation

Scholastic

Science & Technology
Directorate (DHS)

Secret City Records

SenArt Films

Sennheiser Electronic Corporation

Shakespeare's Globe

Showtime

Simon & Schuster

Skoll Foundation

smart

Smile Train

Sony Music Entertainment

Sony Pictures

Sony Pictures Home Entertainment

Source America

Southern Ground Artists

Squarespace

St. George's University

St. Jude Children's Research Hospital

Stamps.com

State Farm Mutual Automobile
Insurance Company

Ste. Michelle Wine Estates

StubHub

Sub Pop Records

Subaru of America

Submarine Entertainment

Sungevity

Svago

Sy Syms Foundation

T

T. Rowe Price

Target

Temple University

Texas Children's Hospital

NPR SUPPORTERS

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TimkenSteel Corporation

Tire Rack

TiVo

TNTP

Tribeca Enterprises

Trunk Club

Truth in Advertising

U

Union of Concerned Scientists

Unisys Corporation

United Concerts

UnitedHealthcare

Universal Music Group

Universal Uclick

The University of California,
Los Angeles

University of Notre Dame

The University of Texas MD
Anderson Cancer Center

University of Texas Press

V

Vanderbilt University Medical Center

Vanguard Records

Vermont Teddy Bear Co.

Viking Press

Viking River Cruises

Virginia Energy Sense

W

W.W. Norton & Company

The Wallace Foundation

Walt Disney Studios

Walton Family Foundation

Warner Bros. Pictures

Warner Music Group

Warp Records

Washington Square

Wealthfront

The Weinstein Company

Wells Fargo Advisors

WETA

WGBH

The Wild Animal Sanctuary

The Wildflower Foundation, Inc.

William Morrow & Co.

Wix.com

Wyncote Foundation

Y

Yamaha Entertainment

Yoshiki

Z

Zillow

ZipRecruiter

Zurich North America

STATEMENT OF FINANCIAL POSITION (NPR PARENT COMPANY ONLY)

Assets

Current Assets	\$
Cash and cash equivalents	6,776,127
Restricted cash and cash equivalents	3,792,997
Accounts and contributions receivable, net	30,904,692
Investments	73,287,452
Property and equipment, net	231,132,213
Prepaid expenses and other assets	8,993,707
Total Assets	354,887,188

Liabilities and Net Assets

Current Liabilities	\$
Accounts payable and other liabilities	26,407,528
Deferred revenue	11,984,967
Debt	176,224,969
Total Liabilities	214,617,464
Net Assets	140,269,724
Total Liabilities and Net Assets	354,887,188

The financial information above is presented for convenience purposes only. While the financial information was extracted from supplementary information in the audited financial statements, the financial information should not be relied on. A copy of the printed financial statements is available upon request.

STATEMENT OF ACTIVITIES (NPR PARENT COMPANY ONLY)

Operating Revenues

	\$
Station dues and fees	80,259,224
Corporate sponsorship	43,137,905
Grants and contributions	31,090,592
Distribution and satellite interconnection	25,562,533
Distribution from endowment to support operations	10,312,118
Other revenues	14,360,893
Total operating revenues	204,723,265

Additional Detail: NPR competes for and receives grants from CPB and federal agencies. Such funds may only be used for the purposes of the grant. The \$204,723,265 in operating revenues in FY2014 includes \$325,000 in competitive federal grant income and \$1,078,000 in CPB competitive grants.

Operating Expenses

	\$
News and engineering	80,716,797
Digital media and services	18,832,950
Distribution and satellite interconnection	27,482,242
Programming and NPR Music	22,552,646
Support and other program services	56,869,667
Total operating expenses	206,454,302
Change in net assets from operations	(1,731,037)
Non-operating activities, net	(17,493,848)
Total change in net assets	(19,224,885)
Net assets, beginning of the year	159,494,609
Net assets, end of the year	140,269,724

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FOR MORE INFORMATION

Additional information about NPR's progress and activities can be found in npr.org/about. Thank you for your interest in NPR.

THANK
YOU