

2016 ANNUAL REPORT

# A Network Engaged



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## A Word from Jarl Mohn, NPR President and CEO

# Going Everywhere, Reaching Everyone

Groundbreaking coverage of a historic election, innovations in reporting and engagement, record growth across traditional and new platforms—what an extraordinary year 2016 has been.

We heard from thousands of people at a local level during an intense election cycle, connected with audiences at live events, investigated stories from new angles, and engaged millions of new converts through podcasts and apps like NPR One.

As a testament to our journalists' incredible work and our Member stations' tireless efforts, in the fall of 2016, the total weekly listeners for all programming on NPR stations reached an all-time high of about 37.4 million, according to Nielsen Audio ratings. What's more:

- Thanks to programming that incorporated a diverse range of perspectives and new approaches to reporting, like our *A Nation Engaged* series, NPR Member stations dramatically outperformed commercial news radio stations.
- Each of our flagship newsmagazines—*All Things Considered*, *Morning Edition*, and *Weekend Edition*—saw record growth across almost every age group, with the weekly *All Things Considered* audience reaching an all-time high.
- Offerings like the *NPR Politics Podcast*, *Embedded*, and *How I Built This* helped NPR remain the number one producer of podcasts, holding seven of the top 20 spots and growing our podcast listenership by 47% over the past year.

Your dedication to public radio made these successes possible. And your support has laid the groundwork for an even stronger future.

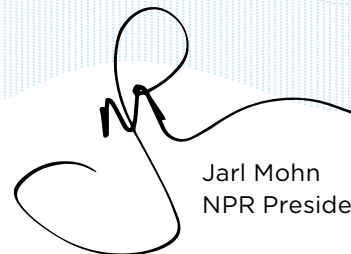
It's a future where NPR is everywhere—and it's closer than you think.

With 264 Members operating more than 900 stations, 16 domestic bureaus, and 17 international bureaus, we already have reporters in every corner of the globe, ready to capture a story wherever it's happening.

And with new platforms emerging each year, the stories that are coming from everywhere will be accessible everywhere too. The ubiquity of radios, computers, smartphones, smart speakers, social media, and connected cars—and our presence in each of them—means our reporting and storytelling can fit in seamlessly throughout a listener's day. A compelling NPR story will never be more than a click or tap away.

We are seizing upon the golden age of content, filled with captivating new voices, on-demand availability, and growing audiences. Who better than NPR to take you everywhere?

Thank you for listening—and stay tuned.



Jarl Mohn  
NPR President and CEO



# Member Station Collaborations

## Examining Important Issues, Expanding Our Storytelling

Through an unrivaled network of investigators and storytellers, NPR and our Member stations connect audiences to stories that inform, enlighten, and entertain. This year, the teams behind our two biggest newsmagazines, *Morning Edition* and *All Things Considered*, collaborated with Member stations in new ways, proving once again that our network is greater than the sum of its parts.

A woman wearing a red long-sleeved shirt is shown from the chest down. She is holding a small, oval-shaped white sticker with the text "I Voted" and a small American flag icon. The sticker is held between her fingers. She is also wearing a ring on her finger. The background is a solid red color with a faint, dotted pattern of horizontal lines. The text is overlaid on the left side of the image.

**“As we begin this important new phase in our country’s history, NPR—with its national reach and local roots—is uniquely positioned to keep the conversation going.”**

— **Michael Oreskes**, Senior Vice President of News and Editorial Director, during a *Nation Engaged* event called “A Pre-Inauguration Conversation,” hosted by WABE in Atlanta.

## A Nation Engaged

# The Pulse of a Country in Flux

What does it mean to be an American? Where is the economy flourishing, and where is it floundering? Who benefits from international trade—and who feels left behind?

From Tucson to Tennessee, New Hampshire to Silicon Valley, NPR and many Member station newsrooms worked together to ask Americans the big questions of 2016.

Together, we found the answers. Using discussions on *Morning Edition* and *All Things Considered* as a starting point, Member stations solicited voicemails via dedicated phone lines, collected mobile messages, and invited dial-ins to local talk shows. They also interviewed people in streets, cafés, and other public places. Some stations even hosted community town hall events.

The result? [\*A Nation Engaged\*](#): a reporting initiative that examined national affairs through a local lens—and through the stories of people who often go unheard. During the series, *On Point* from NPR Member station WBUR helped synthesize conversations with live national call-in episodes, presenting a rich diversity of views on the issues affecting us all.

DID YOU KNOW?

60+

MEMBER STATIONS  
PARTICIPATED

30+

STATES

100+

STORIES PRODUCED

ONE

NATION ENGAGED

## Missed Treatment

# Bringing Army Oversight to Congress' Attention

When a soldier in the U.S. Army is dismissed for alleged misconduct, there's more than just pride at stake. Such a dismissal threatens health insurance, retirement benefits, and prospects for future employment.

According to a 2009 federal law, soldiers suffering traumatic brain injuries or mental illnesses linked to their tours are exempt from termination for alleged misconduct. Yet more than 22,000 Iraq and Afghanistan veterans with these conditions were kicked out of the service instead of being given proper care.

These findings came to light through in-depth, collaborative reporting as NPR and Colorado Public Radio worked together to inspect hundreds of pages of confidential documents, conduct dozens of interviews, and scrutinize more than 20 hours of meetings that Staff Sgt. Eric James—an Army sniper and Iraq War veteran—had secretly recorded with his counselors.

The resulting series, *Missed Treatment*, was featured on *Morning Edition*, *All Things Considered*, and NPR's breaking news blog, *The Two-Way*. Through incisive reporting, *Missed Treatment* examined the dismissal of soldiers across the country, prompting 12 U.S. senators to demand a formal investigation and U.S. Secretary of the Army Eric Fanning to order an official review of the findings.



*Veteran James Vanni  
at his home in Colorado  
Springs, Colo.*

THEO STROOMER/NPR

**“Especially for our soldiers who are coming back, not just with post-traumatic stress disorder but with traumatic brain injury and other wounds, I really think that we as a society need to take that into account.”**

— **Col. Elspeth Ritchie**, who served as the Army's top adviser on mental health during tours in Iraq and Afghanistan

## School Money

# Investigating the Economics of Education

Why do some public school students struggle while others thrive?

This seemingly simple question sparked answers so complex it took reporters from 20 Member stations and a series of in-depth stories to properly address it.

The multiplatform series [School Money: The Cost of Opportunity](#) examined the economics of education in America, centering the discussion on three questions: Why do our schools have a money problem? Can more money improve test scores and graduation rates? Is there a better way to fund our schools?

In states from Massachusetts to Texas, journalists on the NPR education team and at Member stations investigated funding sources, costs, and student performance. To get closer to the answers, they spoke with students, educators, parents, lawyers, and policymakers in communities across the country. Some of the information they gathered inspired NPR to create an [interactive district-by-district map](#) that highlights the major funding disparities.

After weeks of reporting, NPR and Member stations had provided a comprehensive look at the different ways money affects public education—including how the school funding system relies so heavily on local property taxes, which vary greatly from neighborhood to neighborhood. The team continued their exploration with follow-up reports and via Twitter conversations using the hashtag #SchoolMoney.

“After a while you ask yourself, ‘Is it ever really going to change?’”

— **Patty Rodriguez**, a teacher speaking to the investigative team on *Morning Edition*



## Unearthing Black Lung's True Impact

An investigation by NPR, the Center for Public Integrity, and Ohio Valley ReSource documented that 10 times as many coal miners as previously reported suffer from “complicated” black lung disease, the most serious form of this deadly miners’ condition. This poses major problems for the miners, the regulations that protect them, and the federal program that manages benefits for those with the disease.

The investigative team compiled these findings in [Black Lung Returns to Coal Country](#), a radio and digital series that demonstrated the type of thorough reporting made possible when organizations pool sources and collaborate to cover a complex topic.

The series got the attention of Senator Bob Casey and Representative Bobby Scott, who urged federal agencies to modify their approach to counting victims of the disease so those miners can access the care they need.

DID YOU KNOW?

# 2.25M

MORE PEOPLE LISTENED TO NPR PROGRAMS AND NEWSCASTS DURING EVERY WEEK OF FALL 2016 THAN THEY DID IN FALL 2008.

“The percentage of black lung that we’re seeing in central Appalachia is unprecedented in any recorded data.”

— Radiologist **Brandon Crum**, talking to correspondent Howard Berkes on *All Things Considered*



# International Coverage

## Connecting the Dots Across the Globe

In a year punctuated by turmoil, our network of 264 Members operating more than 900 stations, 16 domestic bureaus, and 17 international bureaus put audiences at the heart of the action and in touch with the human stories behind some of the world's biggest events.

**“This morning a missile struck, killing a little girl and her mother and wounding others. We are in a state of huge war where at any moment there might be killing, destruction, and displacement.”**

— **Dispatches from a Syrian civilian**, obtained by NPR via WhatsApp Messenger



*A family of Syrian refugees heads to their new home in Princeton, N. J.*





## Syria: A Country in Crisis

The ongoing civil war in Syria has displaced millions and presented the rest of the world with difficult choices about military action and asylum. Throughout it all, NPR has kept audiences informed about the country's complex disputes and harrowing humanitarian catastrophe.

International Correspondent Alice Fordham covered the conflicts for *Morning Edition* and *All Things Considered* from just outside the Syrian border, reporting on the [breakdown of the tenuous cease-fire](#) and how Russian airstrikes [exacerbated the refugee crisis](#) and [emboldened both the Assad regime and ISIS](#).

*Morning Edition's* Renee Montagne and David Greene gave voice to those living with the war every day, talking to [teachers, activists](#), and [healthcare professionals](#)—including Dr. Farida, the last female ob/gyn in eastern Aleppo. Dr. Farida (who, for security reasons, only provided her first name) described how pregnant women in the war-torn city couldn't access hospitals during bombings and were forced to give birth at home.

NPR also illuminated the effect the chaos in Syria had in the U.S.—and how American communities responded. *All Things Considered* [host Ari Shapiro took listeners to Toledo, Ohio](#), where Syrians who fled the civil war found a warm welcome. That acceptance stood in stark contrast with the reaction in Michigan, where Governor Rick Snyder was the first governor to call for a pause in refugee admittance. [Morning Edition's Steve Inskeep asked Governor Snyder why](#), and when Snyder cited the need for revised immigration review processes following attacks in Paris and Lebanon, Inskeep pushed him on why he was only focusing on refugees.

### DID YOU KNOW?

**305** STORIES ABOUT SYRIA  
AIRED ON NPR IN 2016

## Tracking Russia's Rise

Whether it was the ongoing dispute with Ukraine, airstrikes in Syria, or cyberattacks in the U.S., in 2016 Russia reasserted itself as a global aggressor. Throughout the year, NPR reporters stayed on top of the most significant events, relying on a multitude of contributors to evaluate how the nation shaped the geopolitical landscape. Our breaking-news blog *The Two-Way* kept a close eye on evolving stories, like investigations that confirmed Russia had [shot down Malaysia Airlines Flight 17](#) and [interfered in American elections](#). And National Security Correspondent Mary Louise Kelly examined the breakdown of diplomatic deals on Syria and nuclear security [in the face of an ongoing cyberwar](#).

NPR journalists also explored angles that went underreported by other media outlets, like the [flight of people who fled east to Russia to escape the violence in Ukraine](#). This included the Russian perspective on it all, as veteran journalist Vladimir Pozner introduced *Morning Edition* listeners [to the Kremlin's stance](#) toward Syria, ISIS, and President-elect Trump.

Pozner told host Steve Inskeep that Russian leadership believes that U.S.-backed opposition forces in Syria are terrorist groups, that Russia is playing up how indispensable it is to the fight against ISIS, and that he seriously doubts the Kremlin would support hackers to help Donald Trump win the election.

**“This is the lowest point—it’s the worst relationship—since, I would say, before Gorbachev came to power.”**

— **Angela Stent**, Georgetown University professor, speaking to National Security Correspondent Mary Louise Kelly on *All Things Considered*

## Covering and Contextualizing Terrorism

Brussels. Berlin. Nice. Dhaka. As ISIS and other terrorist groups attacked with increasing frequency around the world, NPR tapped its network to explore the political ramifications and the experiences of those living through the aftermath.

When a terrorist drove his truck into a crowded Bastille Day celebration, NPR was on the story live within minutes. And just hours after the attack, correspondent [Eleanor Beardsley](#) was in Nice gathering perspectives from a victim, a nurse, and neighbors of the attacker for *All Things Considered*.

We enriched our coverage of the Brussels airport and subway attacks with [videos, maps, and photo montages](#), helping audiences make sense of these events as they unfolded. In the days that followed, Southern Bureau Chief Russell Lewis, Special Correspondent Melissa Block, Counterterrorism Correspondent Dina Temple-Raston, and others investigated the repercussions for civilians, including [airport and office closures](#), [protests](#), and continued terror alerts.

NPR first reported the killing of 20 hostages at a Dhaka café on [The Two-Way](#) blog. Afterward, *All Things Considered* and *Morning Edition* contextualized the story with reporting from Bangladesh, linking the attack to the [overall rise of extremism](#) and [targeting of LGBT](#) and [secular groups](#) in the nation.

“Six bloggers have been killed since 2013: a publisher, a professor, and now [LGBT magazine founder] Xulhaz. And the claims have been taken in all these cases by either Islamic State affiliates or al-Qaida affiliates.”

— [Saad Hammadi, an investigative journalist based in Bangladesh](#), talking to Steve Inskeep on *Morning Edition*

A large, stylized blue number '2' is the central graphic element. It is composed of a solid blue shape with a white outline, set against a background of light blue, dotted, wavy lines that create a sense of motion and depth. The number '2' is positioned on the left side of the page, with its right side overlapping the main title text.

# Elections 2016

## Rising to the Challenge

Every election, we adjust how we cover the presidential campaigns, enhancing our exceptional journalism with new approaches. This year, the election upended conventional wisdom and delivered daily surprises. The NPR politics team and Member stations responded by working across different platforms and examining new angles.



A blue-tinted photograph of a man in profile, wearing large headphones and looking at a smartphone. In the background, a professional microphone is suspended from a boom arm. The microphone has 'npr' and 'MIC 4' labels. The scene is overlaid with a white dotted soundwave graphic.

**“I think  
we mistake  
loudness for  
effectiveness  
sometimes,  
or paranoia  
for urgency.”**

— **Sam Sanders**, NPR Politics Podcast  
host and election unit correspondent

# Reaching Audiences on Their Terms

In 2016, it wasn't difficult for listeners to find election news. Keeping up with the most volatile election cycle in recent history while avoiding burnout—that was another story.

With coverage on *Morning Edition* and *All Things Considered* complemented by curated content on the NPR One app, live events, social media tie-ins, and podcasts, NPR and Member stations kept our audiences informed. We delivered news how, when, and where people wanted it in our trademark informative, accessible style.

Because we sensed that the race would be far from conventional, the NPR politics team created three new beats to track some of the topics that made Election 2016 distinct, with Asma Khalid reporting on demography and identity, Scott Detrow covering technology and data, and Sam Sanders exploring the election from the angles of culture and pop culture.

Through these new lenses, the politics team introduced listeners to segments discussing the [#memeoftheweek](#), [tech companies' embrace of the election season](#), and Khalid's accounts of [what it was like to cover the campaigns as a Muslim](#).

And citizens eager to know more about the inner workings of our democracy showed up in record numbers: Radio broadcasts enjoyed all-time high ratings, the *NPR Politics Podcast* team recorded several episodes in front of live audiences in sold-out spaces, and fans hosted their own politically themed listening parties throughout the country. Meanwhile, the team's Twitter hashtag, [#vocalness](#), took on a life of its own.

## Listeners Predict the Election: *The 270 Project*

*The 270 Project* encouraged listeners to practice their own political prognosticating, enabling them to use data from the 2012 presidential election to explore shifting demographics. The [interactive tool](#) allowed users to adjust their predictions for 2016 voter turnout and margin of victory among white women, white men, African-Americans, Latinos, and voters of Asian, Native American, or mixed-race backgrounds—and see what it would take for each presidential candidate to win the White House.

# Fact Check: Leading the Way to a More Informed Electorate

In an election season filled with confusing and contradictory claims, NPR went beyond just researching the facts behind campaign assertions. We were among the first news organizations to turn the process into a live, interactive experience.

With [Fact Check](#), expert journalists—including National Security Editor Phil Ewing and Justice Correspondent Carrie Johnson—came together with the NPR digital team to verify candidates' statements in real time during the presidential and vice presidential debates.

Within one scrolling transcript, visitors to the Fact Check threads found clarification on complex issues, links to third-party sources for context, and flags for contradictions—all through detailed notes from NPR's politics, business, education, tech, regional, and international desks.

By the final debate, other major media outlets had followed our lead and implemented their own real-time fact checking initiatives.

After the election, NPR continued our commitment to delivering timely access to the facts, with editors Arnie Seipel and Domenico Montanaro investigating statements made by the newly elected administration, including President-elect Trump's assertions of a "landslide victory."

## FACT CHECK FACTS

70+

NOTATIONS

9.7M

PAGE VIEWS

7.7M

UNIQUE VIEWERS  
WITHIN 48 HOURS

## Extending the Story Beyond the Beltway

During the 2016 election season, NPR's rich network connections enabled us to branch out beyond the familiar faces and places to offer audiences a wider range of perspectives.

[Code Switch](#) examined the election from the perspective of race, engaging audiences in thought-provoking topics, including "[Did Obama Inspire a Big Debate on Identity?](#)" and "[Reporting While Brown in the Summer of Trump.](#)"

Member station radio programs and podcasts extended the view further into the cultural, political, and economic forces shaping America's electorate. [Minnesota Public Radio's Counter Stories](#) broadcast dispatches from the Dakota Access Pipeline protests and St. Paul in the wake of the Philando Castile shooting. A few states over, [The Modern West by Wyoming Public Media](#) connected listeners to the progress and challenges of the state's female politicians and LGBTQ citizens.

## Exploring the Complexities of *Divided States*

A Cuban-American who supported Donald Trump. A Republican who decided to back Hillary Clinton. A gay man who grew up in a conservative Christian family. A lifelong member of the NRA. [Morning Edition's Steve Inskip and David Greene went to Florida](#) to hear from these voters and others before and after the final presidential debate. It was part of NPR's *Divided States* series, which provided a platform for voters in key battleground states to share their stories.

With the help of local NPR Member stations, we spoke to liberals, conservatives, independents, and undecideds in Georgia, [Arizona](#), and [Ohio](#) to explore the nuances within different communities. In the process, we exposed our listeners to perspectives across the political spectrum, including who people were voting for—and why.

NPR's Steve Inskeep during his final exit interview with 44th President of the United States, Barack Obama.



MITO HABEVANS/NPR

**“What I’ve tried to do throughout my presidency is get—try to get—people to recognize themselves in each other.”**

— **Barack Obama**, 44th President of the United States, talking to Steve Inskeep

### Concluding the Obama Years With One Final Conversation—and a National Audience

Immigration. Globalization. Civil rights. Economic opportunity. How have they changed over the last eight years—and what’s next?

During *Obama’s Years*, a two-part audio documentary, *Morning Edition* host Steve Inskeep explored these questions in the communities where the president had delivered landmark speeches about his vision for America. The documentary concluded with a [one-on-one video interview with President Obama himself](#), providing NPR audiences and viewers of every major network that picked up the coverage with a snapshot of the country on the eve of a pivotal transition.



# The Future Is Now

## NPR One Sees a Surge in Engagement

Since NPR's launch in 1970, we've explored new ways to engage with more people across more platforms. And 2016 was a touchstone year, as we enhanced and expanded our marquee app—NPR One.



**“Commercial platforms have an incentive to allow or even encourage filter bubbles, [and] we see breaking up those bubbles as a new way to fulfill our original mission.”**

— **Mike Oreskes**, Editorial Director and Senior Vice President of News, on NPR One

## NPR One

# More of What Listeners Love

Since its introduction in 2014, listeners have made the NPR One app—with its on-demand, curated stream of stories—a hit. It has racked up millions of downloads on iPhones, Androids, and tablets, and introduced NPR and Member station content to younger audiences.

This year, with the help of our Member stations, we continued to improve the NPR One user experience. We started by expanding the app's podcast selection, then added more locally sourced news stories, created dedicated Station Pages for Member stations, and implemented an Explore feature to make it easier for listeners to connect with content that interests them.

Both Explore and Station Pages offer recommended lead stories and picks based on listeners' preferences, while still allowing room for discovery. Curated by experienced [editors with the support of a personalization algorithm](#) unique to NPR One, these recommendations deliver more of the content listeners love while maintaining NPR's core journalistic values.

These improvements have helped the app earn both audience approval and critical acclaim, as *The New York Times* and *Time* ranked NPR One among their top apps of 2016.

### **Taking a (Virtual) Trip Around Rocky Mountain National Park**

As part of a special series created for the National Park Service's centennial, the NPR Visuals team developed "[Stand at the Edge of Geologic Time](#)," an immersive geology experience that uses virtual reality to transport users to Rocky Mountain National Park.

**[npr.org/rockymountain](http://npr.org/rockymountain)**



## Connected Cars

# Partnering to Provide Anytime, Anywhere Content

For many listeners, *Morning Edition* and *All Things Considered* are mainstays of their morning and evening commutes. In 2016, we leveraged our ongoing relationships with tech titans Google and Apple to enable drivers with Android Auto or Apple CarPlay to embed the NPR One app into their entertainment systems.

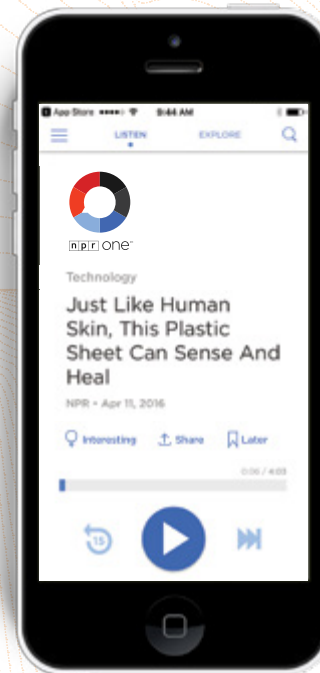
Apple users can tap “Catch Up” on their mobile devices to start streaming national and local newscasts and recommended stories. They can also select “Featured Shows” to hear the latest episodes of top-rated programs, or tell Siri to launch NPR One, skip tracks, or pause audio. And audiences with Android Auto can access NPR content in a single, convenient stream by saying, “Okay Google, listen to NPR.”

What does this mean for NPR’s listeners in transit? They’ll have more ways to discover and access the stories that enhance their understanding of the world while making every minute of their commutes feel like time well spent.

DID YOU KNOW?

# TOP

NPR ONE STORY IN 2016:



# 175%

YEAR OVER YEAR  
GROWTH SINCE  
LAUNCHING IN 2014

# 35

AVERAGE MINUTES  
SPENT ON NPR ONE



# Engagement on Your Time

## Leading the Podcast Revolution

There's no doubt about it: Podcasts represent an ever-growing platform for surprising stories, new voices, and unconventional points of view. This year, we continued our run as a leader in the genre, as both new and returning NPR podcasts presented perspectives not often heard.

*Producer Walter Ray Watson records the first episode of the Code Switch podcast.*

**“A lot is changing in the world of public media, from podcasts to shows to the way people are using media. We want to make sure we’re making content that appeals to all kinds of people as they’re looking for a way to fill their ear time.”**

— **Steve Nelson**, Director of NPR Programming



# A Platform for New (and Familiar) Voices



On [\*Embedded, All Things Considered\*](#) host Kelly McEvers takes listeners far below the surface of the daily news cycle to show us sides of news stories we wouldn't otherwise hear. It debuted at #1 on iTunes in March.



Launched in September, [\*How I Built This\*](#) is a show about innovators, entrepreneurs, and idealists—and the stories behind the movements they built. The show earned spots on several “best of” lists.



[\*Code Switch\*](#) arrived at just the right time, challenging podcast audiences with complex topics and enriching NPR newsmagazines' coverage of culture and race in a new era of identity politics.



[\*Invisibilia\*](#) returned after a breakthrough first season as both a radio series and podcast. Once again, the hosts set out to help listeners see the invisible forces that surround us and shape our behavior, this time with the help of a third voice, Hanna Rosin.



Fans of the [\*NPR Politics Podcast\*](#) deemed the show essential listening, earning it more than 1.1 million unique weekly listeners in October with overwhelmingly positive response to its in-depth coverage.



[\*Hidden Brain\*](#) continued to probe the unseen patterns of human behavior, from the dynamics of wealth and generosity to the psychology behind appetite, entrepreneurship, and terrorism.



The first time NPR teamed up with a Spanish-language podcast proved to be a hit, as [\*Radio Ambulante\*](#) reached new audiences while continuing to captivate loyal listeners.



In October, NPR began distributing [\*The Big Listen\*](#), a radio show produced by WAMU that introduces audiences to shows and podcasts they may not know about—but should—and goes inside the programs they already love.



### The NPR Story Lab: From Incubation to Production

Created in 2015 as an incubator for newsroom and storytelling experimentation, the Story Lab acts as NPR's creative studio—generating innovative segments for news programs, developing pilots for radio shows, and spawning new podcasts. In 2016, it continued to serve as a launchpad for new voices and approaches.

In partnership with the Association of Independents in Radio, we invited Member station staff and independent producers to pitch ideas for projects that break traditional formats and reach new audiences. Out of more than 180 applications, 12 teams were chosen to attend the NPR Story Lab workshop for in-depth training, brainstorming, and the chance to receive up to \$10,000 to develop their projects.

Three shows received funding to pursue their pilots: *Drugged*, a podcast about how drugs change our body and the world; *Do Over*, which explores the “what ifs” of alternate timelines; and *The Stoop*, featuring stories about black identity.

#### DID YOU KNOW?

# #1

**NPR'S RANK FOR PODTRAC,  
A LEADING PODCAST  
MEASUREMENT COMPANY.  
NPR HELD THIS SPOT SEVEN  
MONTHS IN A ROW, AS WELL  
AS SEVEN SPOTS ON  
PODTRAC'S "TOP 20 POD-  
CASTS" LIST.**



# **NPR Hits the Road**

## **Getting Closer to Our Listeners**

For years, listeners have said that they feel like their favorite NPR hosts speak directly to them. In 2016, a collection of live events took the conversation to another level and gave audiences a chance to answer back.

Weekend All Things Considered host Michel Martin speaks to an audience in Los Angeles as part of her *Going There* live event series.

**“I’ve spent my career in journalism trying to get behind the headlines—to connect with people, to try and really understand how they think and feel.”**

— **Michel Martin**, weekend *All Things Considered* host, on her live event series, *Going There*

## Bringing Local Concerns to a National Stage

When it comes to thorny topics such as race and gentrification, Michel Martin never hesitates to go there. In collaboration with Member stations, she and her rotating panel of guests continued [to highlight complex issues through live events](#) that blended conversation, storytelling, and performances.

“[Getting Real About Race](#),” an event produced in tandem with Member station WCPN ideastream, generated participation and conversation across media. More than 300 fans attended in person and thousands more participated through live video stream, [Storify](#), and Facebook tie-ins. Others weighed in via Twitter with the hashtag #OwningRace.

## A Sneak Listen of *Invisibilia*

What shapes the way we perceive the world around us? Should certain problems remain unsolved?

Hashing out questions like these, especially in person, can bring people closer together. In cities and towns across America, fans kicked off the second season of the award-winning *Invisibilia* with a first-of-its-kind National Listening Party. Orchestrated by [NPR's Generation Listen](#), a movement to connect NPR with younger audiences, the event included more than 200 gatherings hosted by 19 Member stations across 32 states and even overseas in countries like Brazil, Australia, and the U.K.



## Expanding the View

Support through student loans or Medicare, trade agreements that benefit their industries—what residents want from the government depends on where they live, and sometimes the best way to bring these desires to light is to ask about them in person.

That's exactly what we did with [The View From Here, a series of live broadcasts on Morning Edition](#). The tour began in Illinois, then traveled to Rhode Island, Montana, Tennessee, and other states in Appalachia, the Midwest, and the Northeast to get first-hand perspectives from communities that are often overlooked in election coverage.

### Meeting the Future, Face to Face

In August, a first-time networking initiative between NPR and 28 other public media organizations yielded lasting connections. An interactive booth at the annual National Association of Black Journalists and National Association of Hispanic Journalists Convention brought together hundreds of black and Latino reporters to explore careers in public media—and enticed 552 to register to learn more.

  
THINK.PUBLIC.MEDIA.

**“I learn every day on the job, and though my role may be small, I feel like I’m part of a team that’s doing something big and amazing in this world.”**

— **Maquita Peters**, Associate Producer and Weekend Editor, on a panel at Think.Public.Media in Washington, D.C.



NICK MICHAEL/NPR

### Behind the Desk With Wilco

When Americana icons Wilco stopped by the Tiny Desk in 2016, their performance was captured by two 360-degree cameras and turned into an [immersive experience](#) for fans who couldn't make it to the show. Just like being there.

### A Winning Performance with Gaelynn



COLIN MARSHALL/NPR

Following her Tiny Desk Contest win, we were honored to welcome fiddler Gaelynn Lea to our Washington, D.C. office, where she demonstrated to everyone in the room why she'd caught the NPR Music team's ears.



*Common performs at the White House.*



MITO HABE-EVANS/NPR

## The Tiny Desk Covers Big Ground

Brooklyn. Chicago. Austin. Portland. NPR Music's Tiny Desk went to each of these cities and more in 2016.

For the second year in a row, Lagunitas Brewing Company provided exclusive support for NPR Music's [Tiny Desk Contest](#). On *All Songs Considered*, *Ask Me Another*, and at 10 breweries nationwide, listeners gathered to watch live performances by musicians like fiddler Gaelynn Lea, the contest winner chosen from more than 6,000 entries.

But that wasn't all that NPR Music had brewing in 2016. Among other noteworthy events, in October, Oscar- and Grammy-winning rapper Common treated on-air and in-person audiences to [the first-ever Tiny Desk Concert held at the White House](#).

# Remembering David Gilkey and Zabihullah Tamanna

## Mourning the Loss of Our Colleagues

The war in Afghanistan was personal to both David Gilkey and Zabihullah Tamanna. That's why they were on that road in the Helmand province—it mattered that much. David had been back more than a dozen times since his first ride with American expeditionary forces in late 2001. For Zabi, of course, Afghanistan was home. This war was the background not only to his journalism but to his life.

Zabi and David were colleagues turned friends. They had embarked on an important assignment with two other NPR journalists to investigate the progress of America's longest war as the U.S. turned over frontline duties to the Afghans.

On June 5, 2016, David and Zabi became the first NPR journalists killed on assignment in our organization's history when their Afghan military convoy was ambushed.

David and Zabi died on that road performing the most fundamental and vital aspect of journalism: seeking truth. A local general had assured them the road had been secured from the Taliban. They were checking to see for themselves.

**“It’s not just reporting. It’s not just taking pictures. It’s, ‘Do those visuals, do the stories, do they change somebody’s mind enough to take action?’ So if we’re doing our part, it gets people to do their part. Hopefully.”**

— **David Gilkey**, NPR Photojournalist

## David Gilkey

David joined NPR in 2007 as a trailblazer—the first chief photographer for a radio network. While his hire was initially met with some skepticism in a newsroom more focused on the ear than the eye, any reticence lasted only until colleagues met the man and saw his vivid photographs, deeply textured and infused with humanity. His photos changed the way others saw the world. In other words, David was absolutely, quintessentially, an NPR journalist.

He covered the world's most difficult stories in the world's most dangerous places: the war in Iraq, Haiti's earthquake, Ebola. Just weeks before he died, he was taking stunning pictures in the refugee camps of South Sudan. But it was Afghanistan that held David's heart and kept pulling him back. He was determined to bear witness to the crisis, even after the world's attention had waned.



GRAHAM SMITH/NPR

*David Gilkey in Afghanistan during 2013.*

## Zabihullah Tamanna

Zabi was an accomplished Afghan journalist, publishing both photographs and writing internationally. When he died, Zabi was working for NPR as an interpreter for David and other foreign correspondents, but he did so much more than translate a language: Zabi interpreted the nuances and complexities of Afghanistan's culture and society for our reporters. It was Zabi's insight that made it possible for David to do the work he did.



HAROON SABAWOON/  
ANADOLU AGENCY/GETTY IMAGES

*Zabihullah Tamanna films a report on the outskirts of Kabul in July 2011.*

## Our Commitment

David, Zabi, and their families will always be in our thoughts at NPR, their courage serving as inspiration to all of us. Tom Bowman and Monika Evstatieva, their colleagues who were riding in a different vehicle and survived the attack, went on to complete the stories the four of them had set out for. They described the dreadful day on that road and the Afghan army's challenges in taking over the fight.

Finishing the story was just the beginning of our commitment to David and Zabi.

We are committed to their memory and work and will always do everything possible to keep our colleagues safe. We will also remain dedicated to telling the difficult and dangerous stories, wherever we find them.

# Personnel Changes & Milestones

This year, we welcomed new colleagues and celebrated the decades others have spent engaging NPR listeners.

Relentless investigators, compelling storytellers, familiar voices, and visionary leaders—NPR’s people have always been key to the success of public radio. Whether behind the scenes or on the air, our personnel make sure the stories that delight listeners and enrich lives continue to get told, forty-seven years after our founding. Here, we honor their contributions and recognize those who have recently joined the organization.

**Meg Galloway Goldthwaite** took over as Chief Marketing Officer.

**Tom Hjelm** began as NPR's first Chief Digital Officer.

**Chioke l'Anson** became NPR's second voice for sponsorship credits.

**Joshua Johnson** was brought on to host *IA* by Member station WAMU, the show that succeeded *The Diane Rehm Show* in January 2017.

**Lucian Kim** started as NPR's Moscow Correspondent.

**Frank Langfitt** became NPR's London Correspondent after five years in Shanghai.

**Rachel Martin** shifted from her role as host of *Weekend Edition Sunday* to become the third co-host of *Morning Edition*.

**Lulu Garcia-Navarro** relocated to Washington, D.C. to become the host of *Weekend Edition Sunday* after serving as NPR's South America Correspondent.

**Eyder Peralta** joined the international desk as NPR's new Nairobi Correspondent.

**In 2016, we celebrated:**

- The 45th anniversary of *All Things Considered*
- The 20th anniversary of audio streaming on **NPR.org**

**Phillip Reeves** started as NPR's South America Correspondent in Rio de Janeiro.

**The Diane Rehm Show**, from Member station WAMU, said goodbye to listeners after more than 30 years on the air.

**Robert Siegel** celebrated 40 years at NPR.

**Susan Stamberg** celebrated 45 years at NPR.

**Gregory Warner** relocated to NPR's New York bureau after serving as NPR's East Africa correspondent.

**Stephanie Witte** became Chief Development Officer.

# Awards

## This Year's Honors and Recognition

### Peabody Award

Caitlin Dickerson and the Investigations Unit received a **Peabody Award** for their special series and public interactive database, [World War II Secret Mustard Gas Testing](#).

### Edward R. Murrow Awards

NPR won four **Edward R. Murrow Awards** for:

- The [World War II Secret Mustard Gas Testing](#) series
- The [Rain Forest Was Here](#) series
- The [Insult to Injury: America's Vanishing Workplace Protections](#) special series, in conjunction with ProPublica
- Robert Siegel's story, "[Amid Mourning, Life in Paris Goes On](#)"

### Alfred I. duPont-Columbia Award

NPR and Colorado Public Radio picked up an **Alfred I. duPont-Columbia Award** for their joint investigation special series [Missed Treatment](#).

### RFK Journalism Award

The Investigations Unit was honored with an **RFK Journalism Award** for their special series [Injured Nurses](#).

### National Humanities Medal

President Obama awarded *Fresh Air* host Terry Gross with the **National Humanities Medal**.

### Gracies Gala Awards

NPR won two **Gracies Gala Awards** for the [#15Girls](#) series and a **Gracies Luncheon Award** for Mandalit del Barco's story "[Kathleen Kennedy: From Standing in Line for Star Wars to Producing It Herself](#)."

### IRE Medal and IRE Award

NPR's Howard Berkes and ProPublica were honored with an **IRE Medal** and an **IRE Award** in the Print/Online Large category for *Insult to Injury: America's Vanishing Workplace Protections*.

### White House Photographers Association Multimedia Awards

NPR garnered three **White House Photographers Association Multimedia Awards** for:

- Skunk Bear's "[Human vs. Horse Marathon](#)"
- "[Fun With Physics: Finding the Speed of Light With Peeps](#)" videos
- Visual Team's "[A Brother and Sister in Love](#)" multimedia presentation

### Quartz Podcast Awards

NPR won **two Quartz Podcast Awards** for the Earbud.fm project and *The Truth/Planet Money* episode "[The Last Job](#)."

### RTDNF First Amendment Service Award

Robert Garcia received the **RTDNF First Amendment Service Award**.



# 2016 Philanthropic Supporters

We are grateful to our many supporters who provide funding for NPR's general operations

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# 2016 Philanthropic Supporters

Philanthropic donors also support broad coverage areas and special initiatives, including:

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## NPR's Special Initiatives

*Technology and Digital Innovation, Collaborative Coverage, Internships, Generation Listen, Diversity, and others*  
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As of September 30<sup>th</sup>, 2016

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Eventbrite	Great Courses, The	Keck School of Medicine of USC	NESN
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Freestyle Releasing	Inada	Medvostat	Penguin Group (USA)
FreshBooks	Indeed	Merge Records	Penguin Random House
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POV	SeatGeek	Thrive Market	Walt Disney Studios
Prezi	Secret City Records	TIAA	Warner Bros. Pictures
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# Finances

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

NPR's financial statements are available here: [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	2016	2015
<b>Assets</b>		
Cash and cash equivalents	\$11,351,955	\$6,922,692
Restricted cash and cash equivalents	3,267,110	3,792,997
Accounts and contributions receivables, net	39,707,136	33,889,328
Investments	69,142,021	68,633,580
Property and equipment, net	219,119,276	225,476,010
Prepaid expenses and other assets	4,491,358	5,519,309
<b>Total assets</b>	<b>\$347,078,856</b>	<b>\$344,233,916</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	\$23,464,332	\$20,850,900
Deferred revenue	20,955,864	20,839,094
Debt payables	178,963,877	174,960,437
<b>Total liabilities</b>	<b>223,384,073</b>	<b>216,650,431</b>
<b>Total net assets</b>	<b>123,694,783</b>	<b>127,583,485</b>
<b>Total liabilities and net assets</b>	<b>\$347,078,856</b>	<b>\$344,233,916</b>

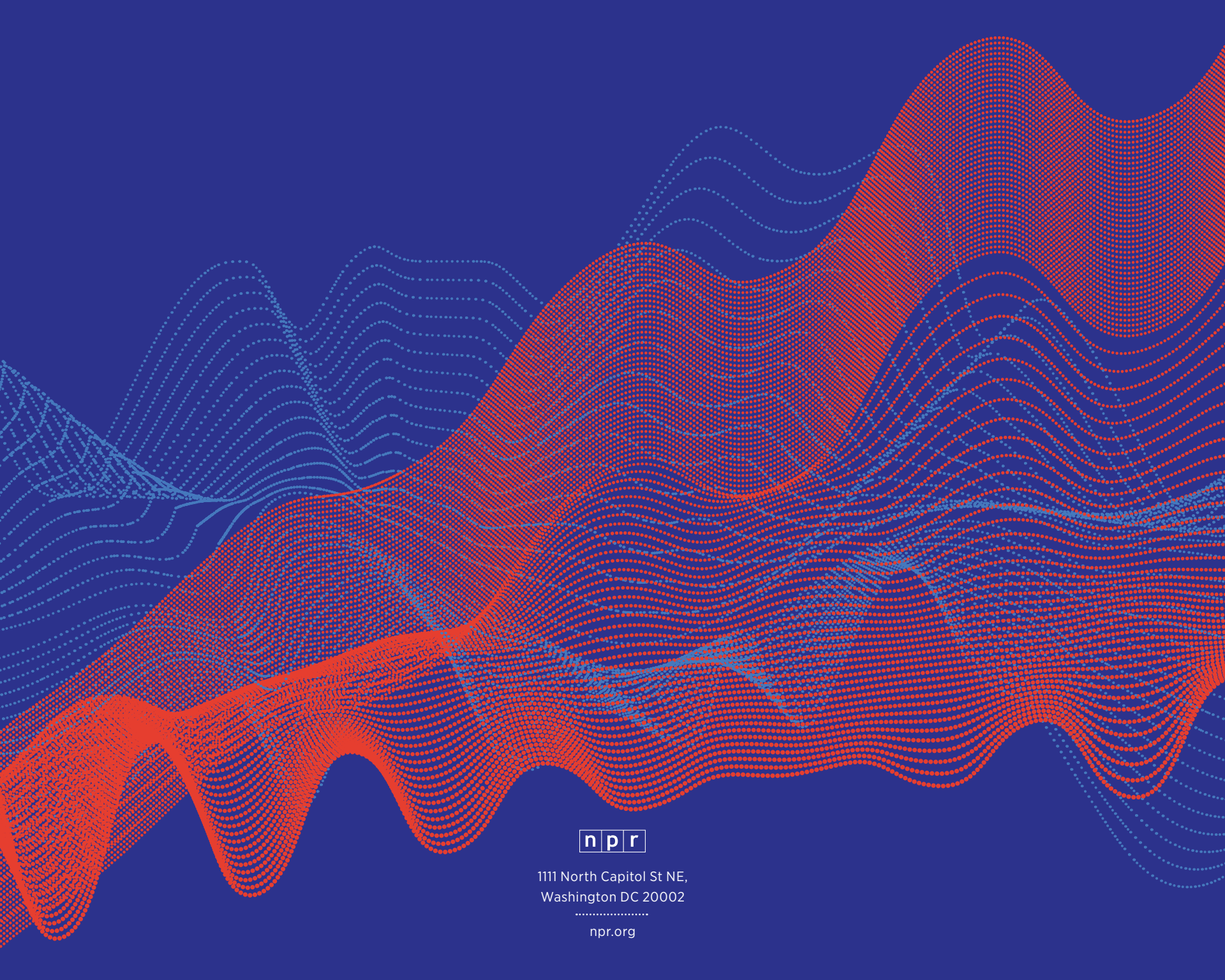
National Public Radio, Inc.

# Parent Company Only Statements of Activities

<i>For the years ended September 30</i>	2016	2015
<b>Unrestricted activities</b>		
<b>Operating revenues</b>		
Station dues and fees	\$83,032,677	\$81,598,080
Corporate sponsorships	60,055,147	51,993,093
Grants and contributions <sup>1</sup>	30,374,797	31,741,452
Distribution and satellite interconnection	13,017,551	12,403,696
Distribution from endowment to support operations	13,382,394	14,742,358
Other	13,266,942	11,214,906
<b>Total operating revenues</b>	<b>213,129,508</b>	<b>203,693,585</b>
<small>1: Includes net assets released from restrictions for grants and contributions</small>		
<b>Operating expenses</b>		
News, information, and engineering	88,942,833	84,523,724
Programming and NPR music	25,680,664	21,966,963
Digital media and services	19,968,539	20,225,903
Distribution and satellite interconnection	14,603,026	14,010,100
Support and other program services	60,315,488	57,197,954
<b>Total operating expenses</b>	<b>209,510,550</b>	<b>197,924,644</b>
<b>Change in unrestricted net assets from operations</b>	<b>3,618,958</b>	<b>5,768,941</b>
<b>Nonoperating activities</b>		
Interest expense	(5,152,703)	(7,586,076)
Loss on extinguishment of debt	(9,801,628)	—
Other, net	251,933	(4,155,147)
<b>Total nonoperating activities, net</b>	<b>(14,702,398)</b>	<b>(11,741,223)</b>
<b>Change in unrestricted net assets</b>	<b>(11,083,440)</b>	<b>(5,972,282)</b>
<b>Change in temporarily restricted net assets</b>	<b>7,194,738</b>	<b>(6,713,957)</b>
<b>Change in net assets</b>	<b>(3,888,702)</b>	<b>(12,686,239)</b>
<b>Net assets at beginning of the year</b>	<b>127,583,485</b>	<b>140,269,724</b>
<b>Net assets at end of the year</b>	<b>\$123,694,783</b>	<b>\$127,583,485</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 2016 and 2015, NPR earned revenue from:

<i>For the years ended September 30</i>	2016	2015
<b>Federal agencies approximating</b>	<b>\$145,000</b>	<b>\$65,000</b>
<b>CPB competitive grants approximating</b>	<b>\$1,942,000</b>	<b>\$1,272,000</b>



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