

2017 Annual Report

npr

Connecting
Through
Stories





Irene Rinaldi/NPR

¹Source: Google Analytics, January – December 2017. ²Source: Deduplicated estimate based on Nielsen, Splunk, Google Analytics, and comScore. Fall 2017.

³Source: Splunk ⁴Source: © 2018 The Nielsen Company. May not be quoted or reproduced without the prior written permission of Nielsen. Fall 2017, P12+

Looking back on 2017,

I reflect on what a complex year it was for NPR and the nation. It was a year full of victories and challenges for the organization, a year that opened the floor for big, important conversations both on the air and in the workplace.

With record-high engagement, we continued to give our audience new ways to connect with thought-provoking content. Our growing presence on smart speakers, apps, and other emerging platforms expanded NPR's reach to an estimated 103 million people each month. We've proudly welcomed these millions of new listeners, readers, and users to the world of public radio. These achievements, and so much more, were made possible thanks to member stations, sponsors, and our generous donors.

We reimaged how to tell stories, launching eight new shows including *It's Been a Minute with Sam Sanders*, which touched the minds and hearts of both broadcast and digital audiences, and *Wow in the World*, our first-ever children's podcast. NPR remains the top publisher of podcasts in the U.S. and continues to develop new shows through the NPR Story Lab, an idea hub designed to introduce new voices to the network.

Most importantly, we continued to provide a meaningful service to our nation at a time when the news cycle seemed overwhelming. Every day, our journalists provide listeners with in-depth, fact-based stories about issues and ideas affecting ordinary people around the country and across the world. We were there to cover the avalanche of news from the nation's capital and to investigate stories that had not yet been told, as with the special series, *Lost Mothers*, which took an in-depth look at the U.S.'s alarmingly high maternal mortality rate.

Through it all, we were able to stay true to our mission only because of the member stations, sponsors, and donors who so graciously contributed to our work. Your support, combined with our news teams' tireless efforts, helped earn NPR the distinction of "Most Loved News Service Brand" and "Most Trusted News Service Brand" by a 2017 Harris Poll EquiTrend study. It confirms that the American public values our work with member stations to provide the best mix of unbiased national and local journalism.

Yet, for everything that was happening in the news, 2017 was also a year of looking inward at our own community. Because of this, we have taken crucial measures to improve our organization for the important work that lies ahead, and have emerged from the year stronger.

As we move forward, we think of new ways to reach more people, uphold journalistic excellence, and deliver the best public service – together. The pages within this report only scratch the surface of the breadth of work that has been made possible by your generosity. Thank you for listening, supporting, and connecting through stories.



Jarl Mohn
NPR President and CEO



Stephen Voss/NPR

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New Shows



HELPING LISTENERS WAKE UP WITH THE NEWS

This year saw the launch of *Up First*, a new, 10-minute news podcast available to download every weekday by 6 a.m. ET. With quick analysis of events around the world, the show is designed to get listeners up to speed on the biggest stories of the day from the moment they wake up.



WOWING OUR YOUNGEST LISTENERS

In May, NPR launched its first-ever podcast created specifically for children. On *Wow in the World*, hosts Guy Raz and Mindy Thomas take young listeners on exciting journeys to teach them about the world, stimulate their minds, and cultivate their interest in the science behind the news.



SAM INVITES LISTENERS TO TALK IT OUT

Following on his success on the *NPR Politics Podcast*, Sam Sanders returned with *It's Been a Minute*, a new, twice-weekly podcast and weekly radio show. In his new incarnation, Sam gets under the skin of the news, popular culture, and the internet in roundtable discussions with newsmakers, journalists, and listeners – with a style that sounds like friends talking to friends.



Host Sam Sanders converses with guests at a live recording of *It's Been A Minute* at NPR's headquarters in D.C.

Kara Frame/NPR

NPR IS #1 IN PODCASTING

After another year of inspiring, entertaining, and informing audiences, NPR has retained the title of #1 Podcast Publisher in the US. According to Podtrac's monthly ranking, NPR had the largest US unique monthly audience and highest number of global unique streams and downloads for the year.

FROM PODCASTS TO BROADCASTS

For years, NPR had been making some of the most popular radio shows available as podcasts. This year, in response to requests from member stations, we did the reverse by adding four hit podcasts to our radio lineup. *Planet Money*, *How I Built This*, *Hidden Brain*, and *It's Been a Minute* can now be heard on public radio stations around the country, curated to highlight memorable moments from recent episodes.



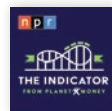
NPR'S FIRST INTERNATIONAL PODCAST

International correspondent Gregory Warner spearheads a new, award-winning podcast called *Rough Translation*. At a time when it's easy to talk across borders but harder than ever to understand each other, Warner takes listeners to places where the phrasebook fails. For the first season, launched in August, those places included a Somali prison cell, a Ukrainian battlefield, and a yoga studio in India.



STRETCH & BOBBITO DEFY THE "NPR VOICE"

In another first, legendary New York hip-hop radio DJs Adrian "Stretch" Bartos and Robert "Bobbito" Garcia returned to the airwaves in July after a 19-year absence with a new podcast for NPR. *What's Good with Stretch and Bobbito* gets the inside track on the movers and shakers in the arts, music, politics, and sports, bringing their stories to a new audience.



A QUICK WAY TO GET UP TO SPEED ON THE ECONOMY

In December, NPR launched *The Indicator*, a new, 5-to-9-minute podcast from the team behind *Planet Money*. Using a news story as a springboard, each episode of *The Indicator* takes a closer look at a number, phrase, or concept to bring the audience quick hits of insight and compelling stories from the world of work and business.

CONNECTING COMMUNITIES

Through a nationwide community of more than 200 member station newsrooms, NPR's collaborative journalism network keeps every community in America connected through stories. As Hurricane Harvey swept southeastern Texas in late August, NPR Member Station Houston Public Media relied on statewide partnerships with KEDT in Corpus Christi, KUT in Austin, KERA in Dallas, and Texas Public Radio in San Antonio to enhance coverage about affected areas. Similar station partnerships occurred during Hurricanes Irma and Maria when WLRN in Miami worked with stations in Florida to provide national coverage of the storm, and when WTJX in St. Thomas worked with NPR News to report on the widespread devastation to Puerto Rico and the US Virgin Islands. From equipment, to staffing, to financial assistance, collaboration among NPR member stations connects communities during some of the country's most trying times. This is the strength of the public radio network.

ANNOTATING IN REAL TIME

NPR's fact-checking techniques made headlines again this year when a large team of specialist reporters collaborated to verify and analyze President Trump's inaugural speech in real time. Journalists from different desks across the newsroom were able to annotate the content of his speech as he gave it, providing a detailed analysis and exploring the validity behind the rhetoric and statistics. Users could follow the speech and read the analysis as it happened on NPR.org.

And now, the news

DISCOVERING LOST MOTHERS

In a unique collaboration with ProPublica, a non-profit investigative organization, NPR produced a special series titled *Lost Mothers: Maternal Mortality in the U.S.* Using real-life interviews and testimonies, the series revealed that a shockingly large number of women in America are dying or suffering serious complications in childbirth, and uncovered many previously untold stories and statistics.

Lost Mothers went on to receive a 2017 George Foster Peabody Award in the Radio/Podcast category, a George Polk Award in the medical reporting category, the 2018 Goldsmith Prize for Investigative Reporting, and a finalist spot in the 2018 Pulitzer Prize category of Explanatory Reporting. Its first piece, about how a focus on infants during childbirth leaves moms in danger, made Chartbeat's list of "The 100 Most Engaging Stories Of The Year." *Lost Mothers* has also inspired legislative action. Referencing the series, lawmakers in six states and Washington, D.C. passed laws or have bills pending to review maternal deaths and near-deaths, and improve maternal health.

EMBEDDED WITH TRUMP'S INNER CIRCLE

Embedded returned in October with a series exploring what President Trump and some of his closest advisers were doing before they got to the White House. Over the course of five episodes, with more to come in 2018, host Kelly McEvers and her team of guest reporters uncovered some surprising stories behind Trump's rise. Listeners were left to ponder what those stories say about Trump, and what they say about us.

AFFECTING CHANGE IN PUERTO RICO

After Hurricane Maria hit Puerto Rico in late September, many of the local reporters affected by the storm were left unable to report on it. In their place, NPR sent Code Switch reporter Adrian Florido, who traveled to the local radio station in the small town of Marta de Cana to provide urgent coverage of Maria's aftermath. When he broke the news that FEMA planned to cut off vital food and water supplies to the island, lawmakers on both sides took notice, publicly expressing their outrage and calling on the Trump administration to reverse their decision. Two days later, FEMA complied, saying, "Provision of those commodities will continue."

GETTING INTERACTIVE WITH DATA VISUALIZATION

As part of Code Switch's special series, *You, Me and Them: Experiencing Discrimination in America*, the award-winning NPR Visuals team created an interactive data graph illustrating how black Americans see discrimination. Users were encouraged to engage with data compiled by Code Switch to gain a better understanding of the statistics on race discrimination and the issues behind it. One particularly alarming finding revealed that 92 percent of the African Americans surveyed believe black Americans still face discrimination today.

NPR NEWS IN THE NEWS

When NPR featured exclusive interviews with the leaders of both sides of Congress, other news outlets took notice. During the tax bill debate at the end of 2017, Steve Inskeep secured a rare one-on-one interview with Speaker of the House Paul Ryan that appeared on *Morning Edition*, with complete video coverage online. Similarly, congressional reporters Susan Davis and Kelsey Snell spoke with Senate Majority Leader Mitch McConnell on *All Things Considered*. Both interviews were picked up by other networks when the congressmen made claims that either contradicted those of other Republican leaders, or their own statements.

Cliff Estes/Getty Images

NPR sent reporter Adrian Florido to cover the aftermath of Hurricane Maria when reporters affected by the storm could not.



1976

- Robert Siegel hired as a newscaster for NPR

1979

- Relocates to London, becoming the first NPR staffer to be stationed overseas

1987

- Becomes the new host of *All Things Considered*, where he remains for 30 years

2018

- Ends his tenure hosting *All Things Considered* on January 5 and receives the 2018 Murrow Lifetime Achievement Award on January 31





FAREWELL TO AN ICONIC VOICE

After more than four decades at NPR, Robert Siegel, long-time co-host of *All Things Considered*, signed off in his final broadcast. Robert joined NPR thinking he would only be here for a couple of years and ended up staying on for the rest of his career. Prior to hosting *ATC*, he served as NPR's first foreign staffer in London, where he also opened NPR's first overseas bureau, and later spent four years as NPR's head of news. Robert's distinct voice will be missed, as will his enthusiasm for sharing stories from around the globe, whether about politics, culture, science, or the arts.

Stephen Voss/NPR

A NEW ROLE FOR MARY LOUISE

On December 18, NPR announced that Mary Louise Kelly will succeed Robert Siegel to become the newest host of *All Things Considered*. Her promotion to what she calls her “dream job” is a bit of a full circle for her career at NPR. Mary Louise joined NPR in 2001 to be Robert’s editor on *ATC* and went on to become a national security correspondent, launching NPR’s intelligence beat in 2004. Her new appointment signals what Acting Senior Vice President for News and Editorial Director for News Chris Turpin calls “a new era” for *All Things Considered*, and a new direction for NPR.



Eric Lee/NPR

2018

— Mary Louise Kelly steps into the host chair on *All Things Considered* after decades as a journalist for NPR, the BBC, and CNN

Faces of



Behind the stories you hear and read on NPR are teams who work tirelessly to make them happen. Meet four individuals who bring fresh ideas and strategic thinking to everything they do. Like so many others, they're helping to move our mission forward in new ways each day.

NEW PLATFORMS FOR NEW VOICES

Rodney Carmichael joined NPR in 2017 as the organization's first hip-hop journalist. With a passion for hip-hop culture and its global influence across generations, Rodney gives the genre an important new voice on NPR. His addition to the company's vast array of perspectives strengthens NPR's connection with the music community and a host of new audiences.



Allison Shelley/NPR

POWERING NEW OUTLETS FOR OUR SOUND

Ha-Hoa Hamano, Senior Product Manager on the NPR Digital Media team, has been spurring efforts to make NPR accessible to users on a range of new platforms, including connected cars and smart TVs. In 2017, she played a crucial part in NPR's push to bring its vast world of content to smart speakers, where NPR is now the top option for news updates on all major platforms. Her work helps give audiences the power to activate NPR's voices with their own.



Allison Shelley/NPR

WORKING FOR STATIONS FROM WITHIN

According to **Lauren Landau**, everything she does for NPR begins with the question, "What can we do to support member stations?" As NPR's first Assistant Producer of Fundraising, one of her answers is to create useful fundraising materials for stations featuring on-air talent and, in the process, give stations an additional voice from inside NPR. When crafting a pledge drive spot, Lauren focuses on connecting with one listener, not the millions who will hear it. Why does that one person listen to public radio, and why should they support it?



Stephen Voss/NPR

OFF THE MIC, BUT ALWAYS ON

Kenya Young, the Acting Executive Producer of *Morning Edition*, celebrated 10 years with NPR in 2017. In that time, she has worked on almost every show in the newsroom. Now at the helm of one of NPR's flagship programs, Kenya leads one of the many teams that work around the clock to produce the kind of public media excellence that defines NPR – telling stories that give a voice to the voiceless.



Allison Shelley/NPR

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2017 has been a year of many victories for NPR. These achievements would not have been possible without the aid and generosity of all our member stations, corporate sponsors, and donors.

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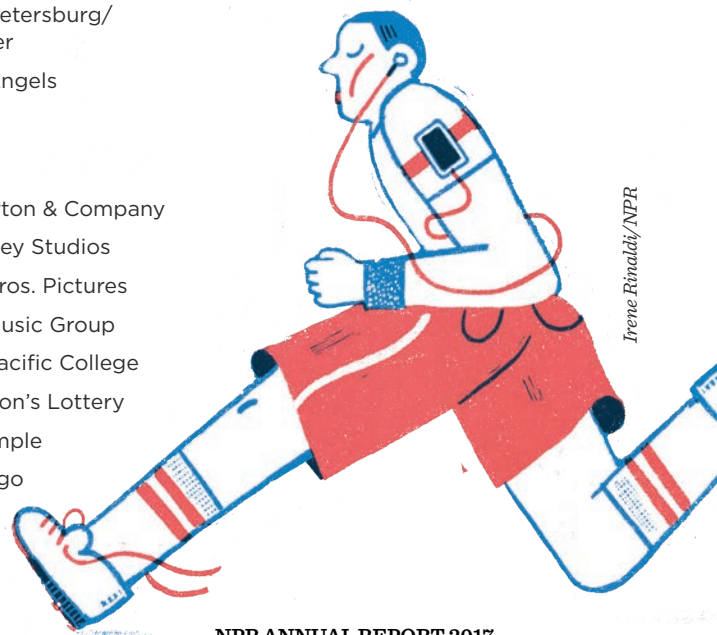
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This financial information is presented for convenience purposes only. While the figures are extracted from supplemented materials in the audited financial statements, the information should not be relied on.

NPR's financial statements can be found at 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	2017	2016
Assets		
Cash and cash equivalents	\$11,465,504	\$11,351,955
Restricted cash and cash equivalents	3,629,893	3,267,110
Accounts and contributions receivables, net	44,024,143	39,707,136
Investments	76,656,942	69,142,021
Property and equipment, net	215,494,131	219,119,276
Prepaid expenses and other assets	4,644,902	4,491,358
Total assets	\$355,915,515	\$347,078,856
Liabilities		
Accounts payable and accrued liabilities	\$28,803,054	\$23,464,332
Deferred revenue	23,019,442	20,955,864
Debt payables	178,019,283	178,963,877
Total liabilities	229,841,779	223,384,073
Total net assets	126,073,736	123,694,783
Total liabilities and net assets	\$355,915,515	\$347,078,856



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NATIONAL PUBLIC RADIO, INC.

Parent Company Only Statements of Activities

<i>For the years ended September 30</i>	2017	2016
Unrestricted activities		
Operating revenues		
Station dues and fees	\$84,001,697	\$83,032,677
Corporate sponsorships	80,531,905	60,055,147
Grants and contributions ¹	28,987,607	30,374,797
Distribution and satellite interconnection	12,709,557	13,017,551
Distribution from endowment to support operations	11,862,855	13,382,394
Other	14,659,512	13,266,942
Total operating revenues	232,753,133	213,129,508
1: Includes net assets released from restrictions for grants and contributions		
Operating expenses		
News, information, and engineering	91,030,590	88,942,833
Programming and NPR music	29,550,533	25,680,664
Digital	19,419,203	19,968,539
Distribution and satellite interconnection	13,647,875	14,603,026
Support and other program expenses	66,397,723	60,315,488
Total operating expenses	220,045,924	209,510,550
Change in net assets from operations	12,707,209	3,618,958
Nonoperating activities		
Interest expense	(5,935,406)	(5,152,703)
Loss on extinguishment of debt	-	(9,801,628)
Other, net	593,843	251,933
Total nonoperating activities, net	(5,341,563)	(14,702,398)
Change in unrestricted net assets	7,365,646	(11,083,440)
Change in temporarily restricted net assets	(4,986,693)	7,194,738
Change in net assets	2,378,953	(3,888,702)
Net assets at the beginning of the year	123,694,783	127,583,485
Net assets at the end of the year	\$126,073,736	\$123,694,783
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 2017, NPR earned revenue from:		
<i>For the years ended September 30</i>	2017	2016
Federal agencies approximating	\$156,647	\$145,000
CPB competitive grants approximating	\$1,803,000	\$1,942,000



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