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MORE IMPACT IN MORE PLACES

2015 Annual Report

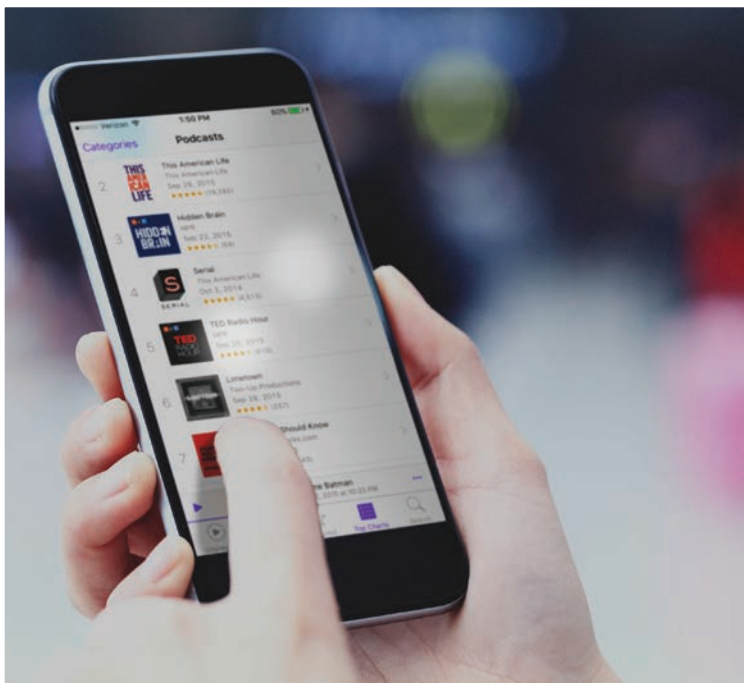


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Dear Friends,

What a year it has been!

As we close the book on 2015, I look back proudly on all that NPR has accomplished.

We grew broadcast audiences for *Morning Edition* and *All Things Considered* on stations across the country and reached new audiences through new multiplatform offerings including *Invisibilia*, *Hidden Brain* and our *NPR Politics Podcast*. Our news division was recognized with some of the highest honors in broadcasting, including two Alfred I. duPont Columbia University Awards, a George Foster Peabody Award and three Edward R. Murrow Awards from the Radio Television Digital News Association. And for our multichannel reach, NPR was named one of the top 10 agile U.S. brands by Landor Associates.

As the Iran nuclear talks were underway, *Morning Edition* host Steve Inskeep sat down with President Obama, Secretary of State John Kerry, Speaker of the Iranian Parliament Ali Larijani, and Iranian President Hassan Rouhani to provide our listeners with an even greater understanding of what this deal entailed and the possible outcomes its acceptance or rejection might bring.

Our commitment to gathering news from around the world has not faltered. The ongoing civil war in Syria, the threat of ISIS, and the refugee crisis dominated the headlines in 2015. Our correspondents in the Middle East and Europe filed hundreds of reports not only bringing the latest from the region but adding the personal stories behind the conflict — something NPR does best. Following the terrorist attacks in Paris, our news staff set up a base of operations there to provide live, on-scene updates of a city reeling from the devastation. *Morning Edition* host David Greene and *All Things Considered* host Robert Siegel anchored coverage, while correspondents Eleanor Beardsley, Soraya Sarhaddi Nelson, Lauren Frayer and Peter Kenyon reported on the ground. Our reach abroad also expanded farther in early 2015 when NPR opened its newest foreign news bureau, in Seoul, South Korea, boosting our presence in Asia as the region continues to change and grow.



As you may have noticed, our signature afternoon program is now sporting some new, but familiar, voices. This past September, Ari Shapiro and Kelly McEvers joined Robert Siegel and Audie Cornish as weekday hosts of *All Things Considered*, and Michel Martin became the new weekend host of *All Things Considered*. With new Executive Producers Carline Watson and Kenya Young working behind the scenes, this incredible lineup is bringing a fresh perspective and reinvigorated energy to our evening drive time and weekend listeners.

Our collaborations with Member stations continued to expand this year with new initiatives that included more local reporting in the areas of politics, energy and the environment. A recent example of this important partnership was the coverage leading up to the climate change conference in Paris. Through our collaborative initiative, we were able to inform listeners not only of the broader issues surrounding climate change but also of the effects of climate change in local communities.

It is an exciting time for us at NPR and we could not have done it without your support. You are our advocates and our fans. You make us want to do better — to be the best. We are looking forward to another great year, and we hope you are too.

Thank you for your generosity and for listening!

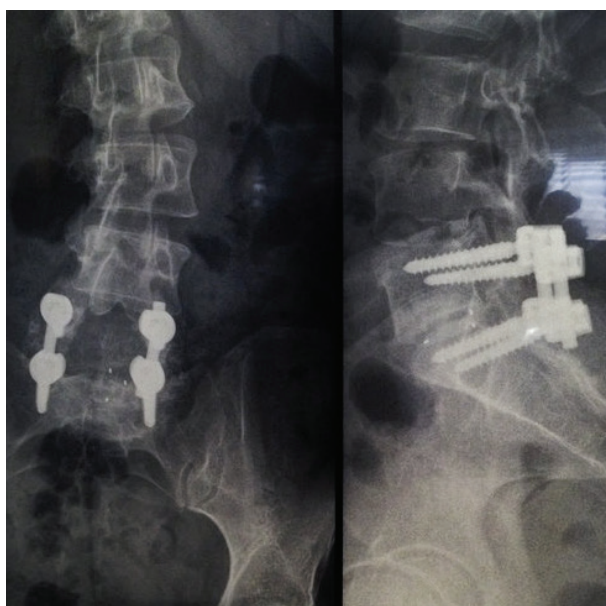
Jarl Mohn
President and CEO, NPR

Impact At Home

“

National Public Radio will serve the individual; it will promote personal growth; it will regard the individual differences among men with respect and joy rather than derision and hate; it will celebrate the human experience as infinitely varied rather than vacuous and banal; it will encourage a sense of active constructive participation, rather than apathetic helplessness.”

— Bill Siemering, 1970
NPR’s first programming director



Series: ‘Injured Nurses’

Impact: New inspections by the Occupational Safety and Health Administration

NPR Investigations’ five-part “Injured Nurses” series explored the debilitating and, in some cases, career-ending musculoskeletal injuries sustained by nurses charged with lifting increasingly obese patients in unsafe ways. The investigation found that many hospitals were doing little to prevent these injuries, and government regulators, who could force the hospitals to take action, often weren’t. The illuminating series earned correspondent Daniel Zwerdling a March Sidney Award from the Sidney Hillman Foundation, but, perhaps more gratifyingly, prompted the federal Occupational Safety and Health Administration to institute a new inspection program. In an exclusive on-air interview, OSHA’s head, David Michaels, acknowledged, “Hearing about the injuries facing nurses in the NPR stories had an impact on us. ...The stories helped motivate us to say, ‘What can we do?’ It’s time for us to start some enforcement to make sure fewer workers are hurt.”

The ideals set forth in NPR's mission statement were held high in 2015. Through groundbreaking reporting and fresh approaches to reaching new listeners, NPR journalists stayed committed to getting to the heart of every story, often in unwelcoming environments. Several reports went on to affect major changes in public policy. That's serving the individual. And making an impact.



Series: 'World War II Secret Mustard Gas Testing'

Impact: Acknowledgement of the experiments by Congress and the Department of Veterans Affairs

During World War II, thousands of American servicemen were unwittingly exposed to mustard gas in a series of secret experiments undertaken by the U.S. military. The public first heard of these acts in the 1990s, but Caitlin Dickerson's report exposed much that had not been revealed. In eight months, NPR's investigation uncovered 1,200 veterans who had taken part in the experiments, compared with just 610 that the Department of Veterans Affairs had contacted in the previous 20 years. In response to the story, the VA stated, "The NPR story rightfully points out the sacrifices that veterans and their families have gone through during the years when they were sworn to secrecy. VA is prepared to assist any veteran or survivor who contacts us in determining their entitlement to benefits." In particular, the VA requested the list of 1,200 veterans uncovered by NPR. Lawmakers have promised to take action against VA officials, and a bipartisan group in Congress has called on Defense Secretary Ash Carter to apologize to veterans used in the race-based experiments. In November, NPR published the first searchable database of men exposed to mustard gas testing. It comprised 3,700 names and counting.



Series: ‘The American Red Cross’

Impact: Call for greater accountability

As part of NPR’s strategic aspiration to be “the model for high-quality journalism ... strengthening the cultural, civic, and social fabric of our democracy,” NPR and ProPublica looked into the performance of the American Red Cross, both in terms of how it handled Superstorm Sandy and in the earthquake relief efforts in Haiti. The reports prompted Sen. Charles Grassley and Rep. Rick Nolan, among others, to seek more information from American Red Cross CEO Gail McGovern.



Series: ‘A Closer Look At Sexual Assaults On Campus’

Impact: Much-needed awareness

Over the course of five months and 21 revealing stories, NPR took an unflinching look at the problem of sexual assault on college campuses, a crime reported by only a small percentage of victims. This difficult subject was approached from all angles — political, educational, legal and medical — illuminating a dark and complex corner of our society. Stories ranged from the ability of smartphone apps to combat attacks to the history behind sexual assault politics. But whether narrow or wide in focus, the stories combined to bring much needed attention to voices that are often silenced. The importance of the coverage was recognized with a Gracie Award for Outstanding Series.



Ongoing Coverage: Race In America

Impact: Sparking difficult conversations

2015 was a painful reminder of many of the worst moments in America's racial history. There were the deaths of African-Americans in police encounters that sparked anger and civil unrest, and the killing of nine worshippers at a South Carolina church by a white supremacist. NPR not only covered these events in signature fashion but created multiple opportunities for audiences to gain perspective and engage in conversations on race relations.

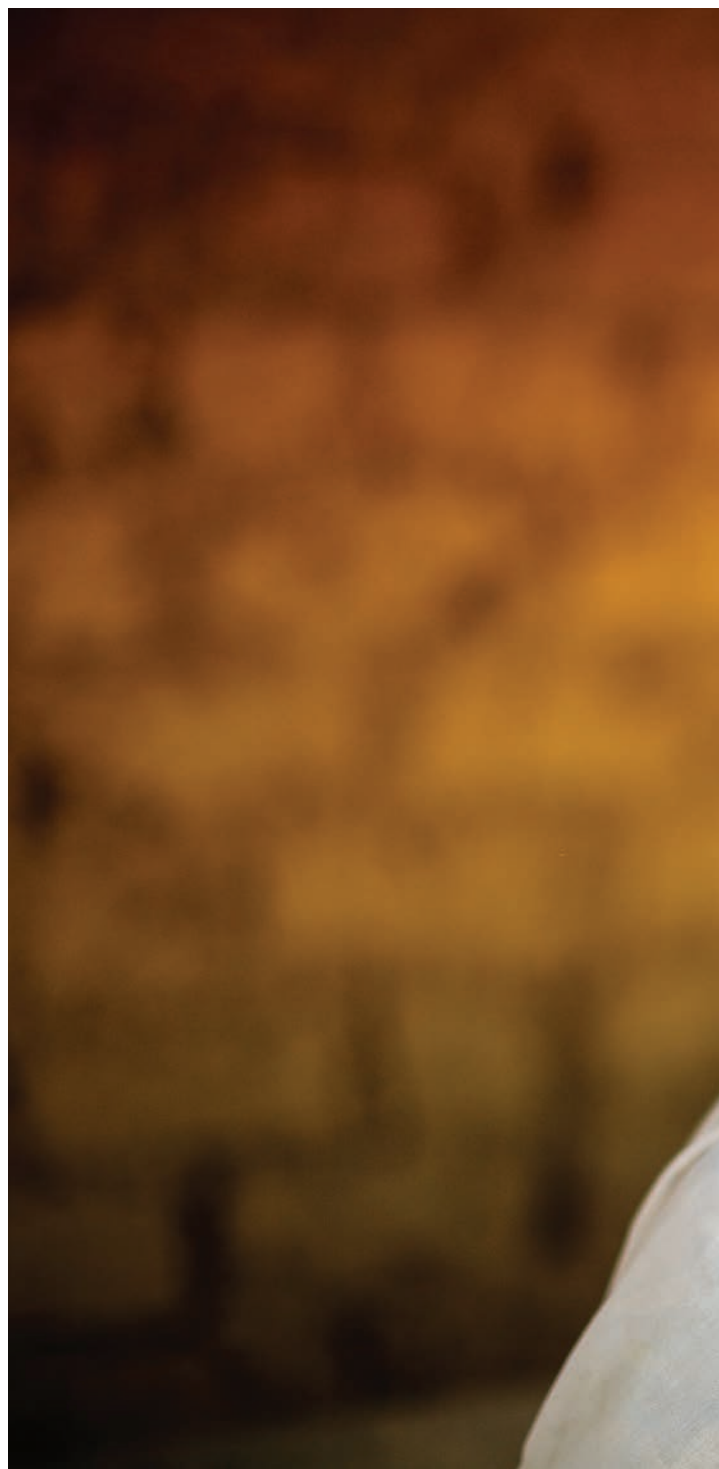
Steve Inskeep's four on-camera interviews with President Obama are a case in point. The third of the interviews took place on the one-year anniversary of Michael Brown's death in Ferguson, Mo., and elicited poignant commentary from the president on the topic of race relations in America.

Michel Martin led important conversations with Member stations in St. Louis, Los Angeles and Montgomery, Ala., on community and policing and the future of the civil rights movement in connection with the 60th anniversary of the Montgomery bus boycott.



In an unprecedented collaborative effort, NPR, along with Member stations WUNC, KSTX, KUOW, KAZU, WLPR,

KPBS and WBUR, presented a special series of reports chronicling the lives of America's troops where they live. The series, "Back at Base," kicked off with a KPBS report about Marines commemorating the 10th anniversary of the battle for Fallujah. WLPR's Steve Walsh reported on the negative effects the Veterans Choice program has had on veterans living within 40 miles of a VA clinic. The story prompted the VA to change its implementation of the 40-mile rule. Other highlights from "Back at Base" included several in-depth accounts of women in combat — putting NPR's coverage ahead of the curve when the Pentagon formally admitted women to all fighting positions in December.



Impact Abroad

Ongoing Coverage: Ebola

Impact: Exigency for a global strategy to combat the outbreak

Amid the sensationalism surrounding the Ebola crisis in 2014, NPR's coverage stood out as calm, measured and informative — the kind of reporting that can only come from having journalists on the ground witnessing a complex situation firsthand. NPR stories informed world health organizations and drew attention to the need for a global strategy to combat the outbreak. The collaborative effort among more than 100 NPR network and Member station journalists strategically positioned in crisis locations around the world resulted in the filing of over 200 stories and garnered NPR its 62nd Peabody Award.

But while the crisis may have subsided from the headlines in 2015, it continued in the most ravaged parts of West Africa. And so did NPR's coverage. Stories from survivors, family members, health care workers and journalists painted a clear portrait of devastated communities and continued suffering — but also one of compassion, heroism and hope, particularly for a vaccine to end the misery. A vaccine that, as NPR reported in July, looks to have been discovered.



As news surfaced of the first Ebola patient in the U.S., Member station KERA in Dallas provided in-depth, front-line coverage that became a beacon of trust in a sea of panic and misinformation. Its audio and interactive series “Surviving Ebola” continued the story from other perspectives – the mistakes made, lessons learned, and lives changed.





Series: ‘Cuba’s New Era: Stories From Havana’

Impact: Clearer understanding of an often misunderstood nation

As the U.S. and Cuba moved to normalize diplomatic relations, NPR’s Robert Siegel, reporting from Havana for a six-part series, shed light on a nation hitherto unwilling, or unable, to show its true colors. Whether at a square in the middle of Havana, at a baseball game, in the makeshift home of a single mother and her kids in a poor neighborhood, or inside a 1955 Chevy Bel Air, Siegel’s narrative storytelling connected listeners with vibrant scenes. Voices of dissent, artists and musicians openly criticized the Cuban regime. In an exclusive interview, performance artist Tania Bruguera discussed in detail how her attempt to perform in Revolution Square in December led to the seizure of her passport, detainment and imprisonment. Other stories debated the future of private sector investment, the possibility of the U.S. doing business with the island, and the hopes for improved Internet access. To complement Siegel’s vivid and sound-rich pieces on air, Eyder Peralta documented the trip on NPR’s On the Road Tumblr with captivating photographs and back story.

Ongoing Coverage: Syria

Impact: Illuminating the plight of refugees

If the world had one major focal point in 2015, it was Syria. What started out as a contained civil war soon became a full-blown, multifaceted international crisis. As ISIS fighters terrorized the region, NPR reports shed much needed light on the complex political quagmire that embroiled both neighbors and superpowers, as well as the personal suffering of countless refugees. While more than 4 million Syrians fled their homeland, NPR narrowed its lens and focused on specific exiles’ accounts to paint a larger geopolitical picture. A series of ear-opening reports detailed lost dreams, assimilation into strange cultures, why the U.S. was accepting so few refugees, and why one of the lucky ones who made it to the U.S. was intent on returning to his ravaged homeland. For one story, NPR correspondents Ari Shapiro and Joanna Kakissis followed Monzer Omar, a teacher and father of two, as he made his way from the Turkish coast through Greece, Macedonia, Serbia and finally to Central Europe in search of a new home. Another account, Melissa Block’s deeply personal interview with refugee Soufian Almobark, moved the conductor of the Iowa City West Choirs-West Singers so much that he incorporated excerpts of it into a performance.



Series: ‘#15Girls’

Impact: Understanding challenges teenage girls face around the world

In October, NPR’s multiplatform “#15Girls” appeared on NPR newsmagazines, on the Goats and Soda blog and on social media under the hashtag #15Girls. The series explored the lives of 15-year-old girls and one boy around the world fighting to change their futures in the face of strictly enforced rules and long-held traditions. On radio and online, NPR audiences engaged with a diverse range of stories, from girls in El Salvador who live in constant fear of gang violence to a teenager in Nepal who has to sleep in a shed every time she gets her period to a Syrian straight-A student forced to give up high school to pick potatoes. The series included a listening party of 40 girls and women hosted by Generation Listen at NPR’s headquarters and appealed to younger readers and listeners by asking them to share their own stories. The question posed on social media — “What’s the hardest thing about being 15?” — elicited more than 1,000 answers.

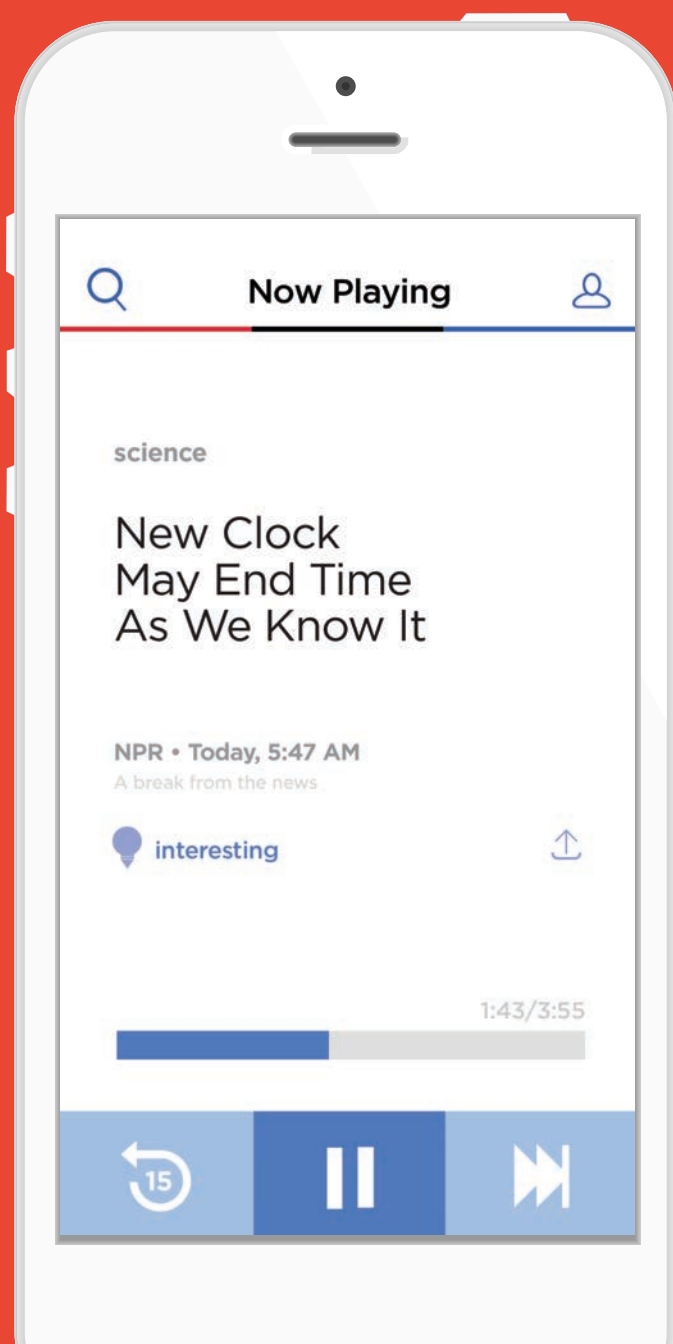
Series: ‘The Rain Forest Was Here’

Impact: Raising awareness of the effects of deforestation in three languages

As part of NPR’s environmental coverage leading up to the Paris climate change conference in December, South American correspondent Lourdes Garcia-Navarro traveled to the Amazon for a closer look at deforestation — not just the economic, social and political reasons for why it happens but its increasingly dire effect on the region’s fragile rain forest ecosystem. The five-part series aired on *Morning Edition* and was complemented by a revealing NPR Visuals explainer on deforestation, made available in English, Spanish and Portuguese. *The Modern Post* referred to the NPR Visual team’s slideshow as “a wonderful examiner on the death of the Amazon rain forest.” The series was also referenced widely on Twitter and in news sources across the U.S. and Latin America.

Online And On The Go

NPR continued its digital innovation on several fronts in 2015, expanding the way we deliver our signature storytelling and engaging our audience in new ways.



In November, Landor released a study that named NPR one of the 10 Most Agile Brands in the U.S. and ranked

it highest among media organizations. The study highlighted NPR for its successes across platforms including NPR.org, NPR One, social media and podcasting. NPR One was also named a finalist in both *Fast Company's* Innovation by Design Awards and, along with NPR.org, the "World's Best-Designed" category in the Society of News Design's fifth annual Best of Digital Design Competition. Jacobs Media named NPR One "Radio's Most Innovative."

NPR One

NPR One continued delivering hand-picked stories based on listeners' tastes. In addition to its many design awards, it was one of the few apps available on the initial iWatch interface. There are more than 100 Member stations currently contributing content to NPR One, helping the app deliver the best combined local and national news experience anywhere.

NPR.org

Already one of the fastest websites in the news industry, NPR.org this year doubled its load speed. With 25 million unique visitors to the site each month, the majority of them accessing it via phones and tablets, the upgrade furthers public radio's commitment to mobile audiences. NPR technologists also improved user experiences across nearly all NPR.org pages, including articles, section fronts and the home page. Other highlights include updated audio players embedded in the site, making it easier to share content on social media; an upgraded search engine that helps users find stories more quickly; a new podcast directory; more visible station co-branding; more accessible sponsorship opportunities; and a refined, mobile-friendly tool to connect users directly with their local Member stations. And to make NPR.org more accessible to visitors with limited vision or mobility, NPR developers added screen-reading software throughout the site to allow for swifter navigation. All of these changes are a significant contribution to NPR's nonprofit mission to create a more informed public — now at faster speeds.



The Two-Way

On June 26, Bill Chappell's Two-Way blog post broke the news about the Supreme Court's historic decision declaring same-sex marriage legal in all 50 states. In the process, it reached 13 million people on Facebook — more than any other media organization. The post got more than 60,000 impressions on the day the news broke, far exceeding the usual 30,000 to 40,000. This was thanks in part to Chappell's in-depth, insightful coverage of the ruling, delivered just minutes after the decision was reached.



NPR One offers greater collaboration opportunities with Member stations by combining news from NPR with stations' own stories and podcasts.



The Podcast Comes Of Age

August marked 10 years of podcasting for NPR, and in that decade the medium has exploded. The format has proved to be a beautiful match for the high-quality storytelling that is at the core of NPR's DNA. Today, the enthusiasm from listeners is matched only by our commitment to providing them with more quality content. Pioneering NPR podcast hits such as *TED Radio Hour*, *Fresh Air* and *Planet Money* were joined in 2015 by *Invisibilia*, *Hidden Brain* and the *NPR Politics Podcast*. In December, five of the top podcasts on the iTunes top 10 chart were those of NPR or an NPR Member station.



Podcasts provide another opportunity for collaboration, and some of NPR's most successful are produced in partnership with Member stations. *Wait, Wait...Don't Tell Me!* from NPR and WBEZ in Chicago and *Fresh Air* from WHYY in Philadelphia are just two of many examples.

politics

earbud.fm

Invisibilia

From its very first episode in January, the success of NPR's *Invisibilia* was easy to see. The series, about the invisible forces that control human behavior, debuted at No. 1 on the podcast charts, beating out the hugely successful *Serial*, while also simultaneously airing on over 400 Member stations around the country. All in all, the show, hosted by Lulu Miller and Alix Spiegel, was met with applause: The *Columbia Journalism Review* named the series one of the best pieces of journalism in 2015; iTunes included it in its Best of 2015 picks; and *The Guardian* ranked the show as its No. 5 podcast of the year. The hit program will resume in June 2016 with a second season and the addition of a third host — author Hanna Rosin.

Hidden Brain

Hidden Brain, a podcast about the unconscious patterns that drive human behavior, hit 2.2 million downloads barely one month after its release in late September. In fact, it became the No. 2 podcast on iTunes even before its official release. A sneak-peek episode reached 192,000 downloads, topping the iTunes chart. Hosted by NPR science correspondent Shankar Vedantam, *Hidden Brain* has been downloaded in over 125 countries. In anticipation of the launch, NPR held its first-ever social media meetup at NPR headquarters in Washington, D.C., during which #HiddenBrain trended at No. 1 on Twitter.

NPR Politics Podcast

A timely addition to NPR's podcast offerings, the *NPR Politics Podcast* launched in November and promises to continue a long tradition of using election coverage as grounds for experimentation in storytelling and technology. For the 2016 election, NPR has created three new beats, with Asma Khalid covering demography and identity, Scott Detrow reporting on technology and data, and Sam Sanders covering culture and pop culture. Working equally well in both digital and radio spaces, they will provide another avenue for reaching our audience members where they are.

The *NPR Politics Podcast* is proving to be a medium that lends itself to different kinds of discussions. As one unsolicited but enthusiastic listener proclaimed, "This show is a breath of fresh air in the din of mainstream political coverage and 'analysis.'"

earbud.fm

Launched in October by the NPR Arts, Books & Culture desk, NPR's earbud.fm offers visitors a friendly guide to great podcasts. The site curates more than 200 podcasts hand-picked by listeners, podcast and radio creators, and celebrities. By allowing users to sort through recommendations and select the categories that most interest them, earbud.fm makes it easy for listeners to discover new podcasts. With new series and episodes being added all the time, it is yet another platform that allows NPR to meet its listeners in the places, at the times and through the channels most convenient to them.

NPR Takes The Stage

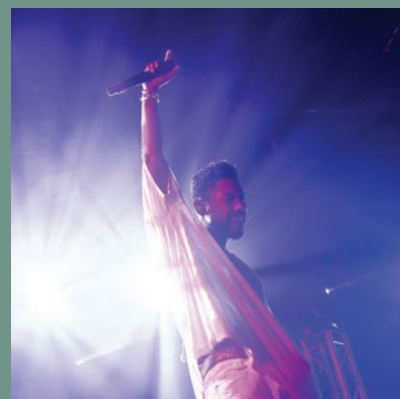
Already a growing presence on digital and mobile platforms, this year NPR expanded its efforts to connect with listeners face to face through *NPR Presents*. And our audience responded, filling seats in theaters and intimate spaces across the country for entertaining, thought-provoking live events. Whether it's a musical performance, comedy quiz show, dissection of current events or in-depth discussion of more personal topics, fans are lining up to see the faces behind familiar voices and experience NPR in a whole new way.

Michel Martin: Going There

Throughout 2015, Michel Martin, weekend host of *All Things Considered*, took the studio to the story. In collaboration with Member stations across the country, *Michel Martin: Going There* held live and lively conversations on topics as varied as the ethics of football, presented in conjunction with KERA in Dallas, and immigration, in partnership with WLRN in Miami. With WDET in Detroit, the discussion centered on the role artists are playing in moving the city forward. In New Orleans with WWNO, it focused on what school officials and communities are doing to reinvent the school system 10 years after Katrina. Martin's "Streets and Beats" conversation in Los Angeles, in conjunction with Member station KPCC, continued that city's ongoing discussion on race and police brutality and brought together former gang members, artists, the clergy and law enforcement to dispel misconceptions and advance a more meaningful dialogue. Responses to a Twitter callout for questions took the conversation to an even deeper level. Martin also discussed the youth vote with teenagers in Iowa, together with Iowa Public Radio, and 60 years after the Montgomery bus boycott she examined the current state of race relations in Alabama, in partnership with WVAS.



Guests and audience members alike contributed to these dynamic discussions and live Twitter chats as each event brought these local stories to a national audience, further confirming the importance of social media in expanding NPR's reach. The series attracted audiences that were 50 percent younger and more diverse than those at other NPR live events.



Family Matters

In collaboration with Member stations, *Family Matters*, a live personal finance discussion series, connected audiences with a panel of experts for invaluable conversations about money. Led by NPR *Morning Edition* host David Greene, along with business correspondent Yuki Noguchi and business reporter Sonari Ginton, discussions in Buffalo, N.Y., Albany, N.Y., Stony Brook, N.Y., Pittsburgh and New Haven, Conn., featured multigenerational audiences and centered on their differing financial concerns. The NPR panel offered examples, often personal, of both right and wrong ways to manage wealth, student debt, retirement and other money issues.

nprpresents.org

In keeping with NPR's commitment to taking public radio out of the studio and into intimate spaces around the country, we launched nprpresents.org in August. With just a few clicks or taps, our audience can now learn about all of our upcoming live events and buy tickets. From music to comedy to in-depth conversations about the topics that affect us all, *NPR Presents* makes it easier than ever to be at that not-to-be-missed event.

NPR Music

To bring fans closer to music they love and generate new material, NPR Music hosted more concerts and live events than ever before in 2015. In the process, it found fresh, new ways to reach and engage these listeners. Highlights of the busy 12 months included a special live recording of *Microphone Check*, in partnership with WABE in Atlanta, that featured the pioneers and current players of that city's singular legacy within the hip-hop culture. In June, NPR Music brought Grammy Award-winning recording artist Miguel to the stage for a *First Listen Live* performance. Those unable to attend the free concert in New York were able to enjoy a live webcast of the entire show. Prior to the annual live webcast of the Americana Music Association's Honors and Awards ceremony, NPR Music critic Ann Powers hosted an event with daytime performances by Rhiannon Giddens, Patty Griffin and Shakey Graves. In October, Grammy Award-winning producer, songwriter and recording artist Pharrell Williams made a lot of people happy when he sat down for a rare in-depth interview with Jason King, host of NPR Music's R&B initiative *I'll Take You There*. The interview was offered up to NPR Music community members via social media.

New Approaches, New Audiences

With news and entertainment now on every device, and new apps and social media platforms emerging every day, audiences have a growing number of listening opportunities from which to choose. 2015 saw NPR launch more innovative, successful efforts to engage both new and current listeners. There were contests fueled by social media. Book clubs and listening parties. Deeper collaboration with Member stations. In a year of highlights, several of these efforts stood out.



Tiny Desk **Concert Contest**

Following on the success of the *Tiny Desk Concert* series, NPR Music held a contest offering an artist or group the chance to perform at America's most famous desk. Entries, of which there were close to 7,000, featured each artist performing an original song at a desk of his or her choosing. The videos were uploaded to YouTube and submitted to NPR.org. The top prize was claimed by Fantastic Negrito, but the real winners may have been listeners of NPR Member stations, including WILL in Urbana, which showcased local Illinois entries on its website, and WHRO in Norfolk, Va., which hosted its own *Tiny Desk* contest. Eager fans were able to keep track of updates and new entries online using the hashtag #TinyDeskContest.



Generation Listen Listening Tour

Generation Listen, a movement to connect NPR with younger audiences, grew throughout the country this year, thanks in part to an experimental gathering held at NPR West in January. Listeners were alerted via Facebook to a listening party that would be held that night to celebrate the launch of *Invisibilia*. The *Generation Listen* team wanted to see what would happen if 15 to 20 people got together to listen to NPR programming the way friends might gather to watch a movie. Upon welcoming a roomful of eager participants, the team discovered just how hungry people are to connect in person and engage in meaningful conversation.

Generation Listen wanted to share this experience far and wide, so in May, the team hit the road to co-host informal listening parties with Member stations across the South. Highlights of the nine-city trip included a sold-out *Microphone Check* event in collaboration with WABE in Atlanta and a *Songs We Love Live* event hosted by Audie Cornish at the NPR headquarters in Washington. In addition to introducing new audiences to podcasts like *Invisibilia* and *TED Radio Hour*, the gatherings succeeded in deepening relationships with local stations and young listeners alike. Fans were able to follow the tour on Twitter, Instagram and Facebook.

Morning Edition Book Club

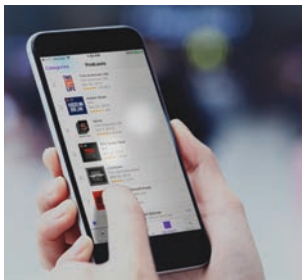


Launched at the end of 2014, the *Morning Edition* book club consists of well-known authors choosing a book for discussion and dissection. Listeners are then invited to read the book and submit questions. A month later, both the selecting author and the writer of the book talk about the story and answer listener questions on air. To date, participants have included

best-selling authors Ann Patchett, Gillian Flynn and Richard Russo. Texas Public Radio, WVXU, WUGA, KGOU and KMUW have each hosted their own clubs, and WAMU put on a sold-out event in Washington, D.C., in November.



Generation Listen's Listening Tour is a prime example of ongoing efforts to engage current audiences while bringing in new listeners. It's also a good example of collaboration between NPR and Member stations. Stations that participated include KRTS in Marfa, Texas; WWNO in New Orleans; WBHM in Birmingham, Ala.; WUWF in Pensacola, Fla.; Georgia Public Broadcasting and WABE in Atlanta; and WFDD in Winston-Salem, N.C.



Looking Forward To 2016

For all the new ground that was broken in 2015, 2016 is shaping up to have its own share of milestones. The 2016 presidential election will also see NPR join forces with *PBS NewsHour* for the first-ever joint convention coverage, with one team of journalists and one broadcast designed to work seamlessly across radio, television and digital platforms. This joint coverage will leverage the work of journalists in more than 200 public radio newsrooms and PBS stations across the country. 2016 will also see the introduction of an enhanced audio player on NPR.org. And listeners can look forward to a second season of the immensely popular *Invisibilia*, as well as new podcasts, including one in which *All Things Considered* host Kelly McEvers takes a story from the news and follows it wherever it goes.

A Word About You

Specifically, thanks. 2015 could not have been so successful, nor the promise of 2016 so exciting, without the continuing support of you, the NPR listener. Whether you donate, sponsor, listen in the car, read online or experience any of the new ways NPR can be enjoyed, you make it all possible. Thank you for everything you did to make last year a success. And thank you in advance for all your involvement in the days, weeks and months to come.

2015 Financials



NPR Leadership

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Statement Of Financial Position

Statement Of Activities

2015 NPR Leadership

As of November 2015

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As of November 2015

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New Faces & Roles

2015 saw a number of changes and additions to our staff that reinvigorated the way we cover stories. We welcomed three new hosts to *All Things Considered*, with correspondents Ari Shapiro and Kelly McEvers joining Robert Siegel and Audie Cornish to host weekdays and Michel Martin taking the chair on weekends. The skills and capacities of our newsroom leadership team continued to grow with several welcome additions and promotions this year. Veteran producer

Foundation Board of Trustees

As of November 2015

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Carline Watson became our new executive producer of *All Things Considered* on weekdays, with **Kenya Young** moving into the weekend role. Seasoned journalist **Michael Oreskes** came to us from *The Associated Press* to be our new senior vice president of news; former *All Things Considered* Executive Producer **Christopher Turpin** was promoted to vice president of news programming and

operations; and **Edith Chapin** was promoted to executive editor, after successfully serving as head of our International Desk. Audiences also welcomed our new ombudsman **Elizabeth Jensen**, who came to us from *The New York Times*. And **Roger LaMay** became chair of NPR's Board of Directors after serving as general manager of WXPB for 13 years.

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Statements Of Financial Position

The financial information shown below was extracted from supplemental information in the audited consolidated financial statements. This financial information is presented only for convenience, and should not be relied on without the complete consolidated financial statements. A copy of the entire consolidated financial statements is available upon request.

Sept. 30,	2015	2014
Assets		
Cash and cash equivalents	6,922,692	6,776,127
Restricted cash and cash equivalents	3,792,997	3,792,997
Accounts and contributions receivables, net	33,889,328	30,904,692
Investments	68,633,580	73,287,452
Property and equipment, net	225,476,010	231,132,213
Prepaid expenses and other assets	5,519,309	5,854,189
Total assets	\$ 344,233,916	\$ 351,747,670

Sept. 30,	2015	2014
Liabilities and net assets		
Liabilities		
Accounts payable and accrued liabilities	20,850,900	26,407,528
Deferred revenue	20,839,094	11,984,967
Debt payables	174,960,437	173,085,451
Total liabilities	\$216,650,431	\$211,477,946
Total net assets	127,583,485	140,269,724
Total liabilities and net assets	\$344,233,916	\$351,747,670

Additional information is available at www.npr.org/about-npr/178660742/public-radio-finances

Statements Of Activities

For the year ended Sept. 30,

2015

2014

Unrestricted activities

Operating revenues

Station dues and fees	\$81,598,080	\$80,259,224
Corporate sponsorships	51,993,093	43,137,905
Grants and contributions ¹	31,741,452	29,873,602
Distribution and satellite interconnection	12,403,696	25,562,533
Distribution from endowment to support operations	14,742,358	10,312,118
Other	11,214,906	14,342,438

Total operating revenues

\$203,693,585

\$203,487,820

Operating expenses

News, information and engineering	\$84,523,724	\$85,631,273
Programming and NPR Music	21,966,963	21,197,009
Digital media and services	20,225,903	18,832,950
Distribution and satellite interconnection	14,010,100	27,482,242
Support and other program services	57,197,954	53,310,828

Total operating expenses

\$197,924,644

\$206,454,302

Change in unrestricted net assets from operations

5,768,941

(2,966,482)

For the year ended Sept. 30,	2015	2014
Unrestricted activities, continued		
Nonoperating activities		
Interest expense	(7,586,076)	(7,572,243)
Reorganization costs	(73,503)	(12,269,512)
Other, net	(4,081,644)	(3,218,273)
Total nonoperating activities, net	(11,741,223)	(23,060,028)
Change in unrestricted net assets	(5,972,282)	(26,026,510)
Change in temporarily restricted net assets	(6,713,957)	6,801,625
Change in net assets	(12,686,239)	(19,224,885)
Net assets at beginning of the year	140,269,724	159,494,609
Net assets at end of the year	\$127,583,485	\$140,269,724

1: NPR competes for and receives grants from the Corporation for Public Broadcasting and federal agencies. Such funds may only be used for the purposes stipulated in the grant. During fiscal years 2015 and 2014, NPR earned revenue from:

For the year ended Sept. 30,	2015	2014
Federal agencies approximating	\$65,000	\$325,000
CPB competitive grants approximating	\$1,272,000	\$1,078,000



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