It’s been an exciting year for the Solutions Journalism Network — a period of wise (albeit fast and furious) growth, big wins and critical course corrections.
Dear Supporters and Collaborators,

It’s been an exciting year for the Solutions Journalism Network — a period of wise (albeit fast and furious) growth, big wins and critical course corrections. We’ve reached thousands of journalists with our tools, trainings, webinars, and presentations, and continue to advance changes directly in dozens of news organizations. We are delighted that solutions journalism has become a topic frequently discussed in online journalism platforms and at major conferences.

We see reporters and editors regularly incorporating solutions journalism into their work for the best of reasons: because it helps them create a better news product, one that alerts communities to pressing needs and provides insights about potential pathways for improvement — while remaining rigorous and engaging.

We see, also, that the timing for this change is right. As media access has multiplied globally, the news now spotlights catastrophes and crises from around the world seemingly without pause — often inhibiting rather than enhancing society’s capacity to self-correct. The effect is predictable: heightened anxiety and polarization and diminished belief in possibilities for change.

Simply put, journalism cannot thrive, and truly serve society, if it continues to focus predominantly on threats and challenges; it must also spotlight, explain and analyze ideas and models for helping society grapple with those challenges.

Journalism can open up new vistas for learning and audience engagement. Never before have so many people been involved in thoughtful efforts to solve or mitigate problems. The interplay between the world’s problems and the emerging responses makes for a rich and compelling drama, with many stories begging to be told.

Solutions journalism provides a credible and viable system for telling those stories well. In our partnerships with news organizations, we have seen enthusiasm continue to grow as journalists embrace new possibilities for identifying stories. They see exciting opportunities to improve public discourse around key issues like education, health and public safety.

This year, we will continue our in-depth work with newsrooms—both legacy and new media—and increase our focus on building an active network of reporters and editors who are interested in advancing this work. We’ll be stepping up our social media presence and re-designing our website into a learning laboratory. One early effort has been the launch of the 48-page Solutions Journalism Toolkit in January 2015. In its first few weeks, it was downloaded by over 1,600 people from 101 countries, almost a quarter of them freelancer writers.

It’s invigorating to see this mindset and practice shift gaining ground. We’re excited to build on the momentum in 2015.

Sincerely, and with appreciation,

David Bornstein, Courtney Martin & Tina Rosenberg
Co-Founders of the Solutions Journalism Network
An Introduction

The Solutions Journalism Network is an independent, non-profit organization working to legitimize and spread the practice of solutions journalism: rigorous, critical reporting on responses to social problems.
SJN was founded in 2013 by David Bornstein, Courtney Martin, and Tina Rosenberg, three award-winning journalists and authors. They have since formed a core team of twelve experienced media professionals, augmented by a network of journalists who advance SJN’s mission as advisors and consultants.

SJN’s strategy is focused on driving sustained practice change among journalists and news organizations. We provide training, tools, access to research, and catalytic support for solutions journalism to be built into daily work. As journalists and newsrooms integrate solutions reporting into regular practice, we connect them in a network to disseminate the approach to others, uphold standards, and continually refine the practice—reinforcing their commitment to the approach.

This strategy comprises three streams of activities:

**EDUCATION:**

SJN introduces the concept and practice to journalists, editors and publishers, journalism and communications schools, and media organizations, through:

- **Online tools.** Models, tools and research linkages make solutions journalism accessible across media, geography, and beats. Our online toolkit, available for free via our website, is the foundation of our education content.

- **Training materials and curriculum.** SJN packages its learning in live presentations and in online and college courses geared toward professional journalists and journalism students. We are currently partnering with Poynter’s NewsU to develop a series of online webinars, and are designing an introductory undergraduate course.

**PRACTICE CHANGE:**

We bring solutions journalism to life in newsroom-based projects focused on building sustained adoption:

- **Orientations.** Staff workshops introduce news organizations to the rationale for and practice of solutions journalism, creating a gateway to practice change activities.

- **Engines.** “Solutions Engines,” each focused on a specific area of coverage, deploy a standardized, low-cost combination of training and coaching data or research support; funding to jump-start solutions-oriented reporting projects; and/or assistance with outcome tracking. We have launched two Engines focused on health and violence reporting.

- **Engine-plus.** Where newsrooms demonstrate special potential to sustain high quality practice of solutions journalism and where a specific project is likely to generate powerful audience engagement and impact, SJN will forge higher-investment partnerships. In addition to our “Education Lab” collaboration with The Seattle Times, we have launched a new Engine-plus relationship with The Boston Globe.

- **Fellowships.** We identify and convene promising or influential journalists (focusing on the same issue areas as the Engines) to deepen their commitment to the solutions approach, build excitement and trust, advance their work, and identify potential ambassadors or co-trainers.

**MASS SPREAD:**

Building on our education and practice change activities, we engage journalists and key influencers to form an expanding, collaborative community:

- **Online network.** SJN is creating a platform where journalists can learn about the foundational skills and techniques of solutions journalism; share and celebrate their work, challenges and experiences; and collaborate on dynamic tools and guides.

- **Offline events.** Often in conjunction with regional or journalist practice groups, and/or with members of its network, SJN organizes regional- or issue-focused gatherings and trainings. These local events feed into a national annual SJN-hosted summit, to take place fall of 2015.

We look forward to a shift in journalism that promises less tunnel and more light: journalism that regularly provides understanding of problems and what can be done about them, and reflects the world more accurately and comprehensively.
Our Strategy

SJN has expanded its suite of online tools intended to advance the understanding and practice of solutions journalism among reporters and editors without access to our direct workshops.

The Solutions Newsroom Engine is SJN’s core product for news organizations. It is the most important way we help newsrooms report on how people, communities, and institutions are responding to widely-shared problems.

SJN and The Seattle Times launched “Education Lab,” a partnership to introduce the solutions approach to the Times’ coverage of public education.
## Education

SJN has created curricula for one-hour, two-hour, half-day and full-day solutions journalism trainings, each designed to be deployed in person or as webinars. We’ve also developed specialized workshops for investigative journalists and for health journalists. We’ve held these workshops dozens of times and are constantly improving them through feedback surveys.

Our trainees are a diverse range of organizations, cutting across media type, size, geography and even language. They include national television networks like ABC News, NBC News and Univisión; major-market public radio stations such as KQED and WHYY; newspapers such as The Seattle Times and the Fayetteville Observer; investigative newsrooms such as the Center for Public Integrity; groups of freelance journalists, such as one compiled with the Pulitzer Center; and others.

In collaboration with The Poynter Institute’s NewsU, we produced a one-hour live webinar that aired on April 25, 2014. “Covering What Works, Without the Fluff” was one of Poynter’s best-attended webinars ever. The webinar is free and can be watched any time at newsu.org/courses/solutions-journalism.

In 2014 alone, we’ve trained **370 journalists** in **20 newsrooms**

Since our launch, we’ve hosted a total of **30 newsroom workshops** and have trained **830 participants**

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SJN has expanded its suite of online tools intended to advance the understanding and practice of solutions journalism among reporters and editors without access to our direct workshops. Our most heavily utilized online tool is the Solutions Journalism Toolkit: a meaty, 48-page practical guide to everything you need to know to report, edit, publish, and promote solutions stories across media platforms. The toolkit walks users through the practice, from the first step to the last, distills the structures of a few solutions journalism stories, and answers some of the most common doubts journalists have about this practice – like how to write about failure in a solutions-oriented way.

Addendum: "Added an invaluable perspective that I can apply to my work. Should be mandatory for all journalists.”

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**Quote from one participant at a training at Univision**

In 2015...

SJN is planning to develop a **13-week journalism school course** about solutions journalism, focused on urban issues. We expect this course to be launched in September 2015.

SJN is creating **online interactive courses**, set to launch by mid-year, about solutions journalism for working journalists.
III. OUR STRATEGY

Practice Change

SJN’s newsroom programs put theory into practice, applying our curriculum in real-life news organizations. The most powerful way to help journalists adopt the solutions approach is to connect it to an actual reporting project that matters. This allows them to both discover new possibilities for coverage and experience a sense of achievement from the audience response and the impact. Our activities provide reporters, producers, and editors the opportunity and resources to introduce solutions tools into their work, so they can begin to enjoy these experiences and then move toward sustained adoption. Building a platform of newsrooms that are self-investing in solutions journalism—and benefitting from it—is a necessary early step towards embedding the practice into the fabric of journalism more broadly.

We think of our newsroom relationships in terms of an “engagement continuum”: our goal is to take newsrooms from awareness to sustained practice and then, at the highest level, to self-motivated ambassadorship. News organizations come in all stripes and sizes. As we have seen, some editors and reporters require only a brief training to be converted—almost immediately self-investing and producing high-quality work. Others need multiple touches, extended support, and incentives to get the ball rolling, which our “Engine” provides. Still others show such strong promise that it is beneficial for SJN to move them to an “Engine Plus” relationship, helping them develop ambitious, journalistically-important and highly visible projects, and assisting them in building their own internal fundraising capacity to pursue deep-dive solutions-oriented projects (as we are now doing with The Seattle Times).

1. SOLUTIONS NEWSROOM ENGINES

The Solutions Newsroom Engine is SJN's core product for news organizations. It is the most important way we help newsrooms report on how people, communities, and institutions are responding to widely-shared problems.

We are piloting the Engine model in about a dozen newsrooms through the Health Data Reporting Initiative, described below. As we learn from this experience, we will increase the number of partners and gradually reduce the intensity of our involvement with each one. Our strategy is aimed at fostering long-term practice change: We expect that, within one to two years, newsrooms will embed and institutionalize solutions journalism, eventually sustaining it without SJN’s direct support.

Health Data Reporting Initiative

In February 2014, with seed funding from the John S. and James L. Knight Foundation and California HealthCare Foundation, SJN launched the Health Data Reporting Initiative, designed to help news organizations surface and assess evidence-based responses to public health challenges. The initiative is a key laboratory for the Solutions Newsroom Engine approach.

Through the engine, SJN offers newsrooms initial workshops to introduce the concepts of solutions journalism and positive deviance—places where data outcomes are better than expected. We also partner with the University of Washington’s Institute for Health Metrics and Evaluation (IHME) to provide data concierge services, using publicly available health databases IHME helps journalists identify positive deviants. We offer modest financial support to allow journalists to report on those positive deviants. And throughout the process, from story conception to final draft, journalists can get coaching they need to produce high-quality, high-impact reporting—and help tracking the impact of their stories.

So far, we have held workshops with reporters, editors and producers at the San Francisco Chronicle, New Haven Register, Kaiser Health News, Public Radio International's The World, ABC News, NBC News’ “In Plain Sight” unit, Univisión, New America Media, Women’s eNews and WNYC, KPCC and KQED public radio stations, as well as top editors of McClatchy Newspapers.

In 2015...

SJN is launching a second Engine, with financial support from the Robert Wood Johnson Foundation, focused on the prevention or reduction of violence and trauma, and the mitigation of its effects on communities. Our partners in this initiative, which will target diverse newsrooms and include a “fellowship” component that brings together 20 U.S. journalists for immersion in the solutions approach to violence coverage, are the John Jay Institute on Criminal Justice at the City University of New York and the Goldman School of Public Policy at University of California, Berkeley.

We are also researching the makings of a third Engine, and building relationships to support it. This is set to launch early 2016.

17 newsrooms
partnered with SJN for engines in 2014

Of those 17, 9 either have or are about to produce solutions journalism stories.
2. THE SEATTLE TIMES: EDUCATION LAB

In July 2013, SJN and The Seattle Times launched “Education Lab,” a partnership to introduce the solutions approach to the Times’ coverage of public education. The goal: to produce compelling journalism that raises awareness of education issues, driving more productive public discourse. This initiative, supported by the Bill & Melinda Gates Foundation and Knight Foundation, is an important laboratory for SJN, an opportunity to explore how to institute solutions journalism in a major, highly credible newsroom, as well as to assess the impact of the resulting work. It also represents what we call an “Engine-plus” relationship, indicating greater intensity and higher investment with the corresponding promise of extraordinarily high-impact solutions stories and sustained adoption of the practice.

In its first year, Education Lab advanced from rapid start-up to steady growth. The Times now dedicates two full-time reporters and an engagement editor to the project. It has produced an average of one major feature story a month — confronting persistent issues in education, such as attendance, drop-outs, and parent involvement. That deep reporting has been complemented by video documentaries, guest opinion pieces, and a dedicated blog designed to become the preeminent daily destination for discussion of Washington State education issues. The Times has collaborated with several community organizations to build awareness of the project, leading to four major public events and a series of online discussions intended to connect the paper’s journalism to civic engagement.

Early reaction to the series has been promising. The Education Lab blog, now attracting over 60,000 views each month, is one of the Times’ most popular non-sports blogs, indicating an expanding community of readers who are genuinely interested in efforts to advance viable solutions for Seattle’s public schools. Teachers, administrators, parents, students and others from Seattle and beyond have emailed, commented and chatted, forming the foundation of a more respectful and productive discourse on public education. Initiatives to enhance parent-engagement in public schools have garnered more attention and support in the wake of The Times’ coverage.

As anticipated, we’ve learned much from this experiment and we’re sharing much of that intelligence on the SJN website. Most importantly, we understand that lasting practice change requires an adaptive approach, sustained investment, and time to experiment, evaluate results and adjust. With consistent coaching and feedback, Times reporters and editors have moved to a place of confidence and expertise applying the solutions journalism approach to education. We see evidence that the integration of the solutions lens has shifted day-to-day practice on the education beat and has started seeping into other areas of coverage.

In 2015...

The Times and SJN will extend Education Lab through its second year and possibly into a third. We will focus on applying the solutions approach to a broader range of story types, including news and investigations; on expanding community engagement efforts; and on disseminating learning from the project to other education journalists. We also will launch at least two new “Engine-plus” relationships with major news organizations.

Online traffic to feature articles is up nearly 100% since Oct. 2013 launch.

Times reporters are changing their attitudes. Ed Lab reporter Claudia Rowe said, “Never in 23 years of reporting have I written a story that’s generated such consistent reaction from readers from politicians to educators to moms and those who’ve never had kids. Yes, I’ve done stories that sparked lots of reaction, but not like this: thoughtful, appreciative, inspired.”

Six of The Times’ articles have been reprinted by Seattle-area ethnic publications, spreading the smart, solutions-oriented coverage into hard-to-reach communities.

Times editors are integrating solutions journalism into the full range of education coverage, including breaking news, enterprise, and investigations.

Online traffic to the education blog is up 50%.

At an Education Lab event, 170 participants came to explore ways to engage low-income parents in schools. The vast majority said the discussion “changed the way [they] think” about the issue and “helped [them] identify practical next steps.”
III. OUR STRATEGY

3. STORY FUNDS

SJN launched story funds in 2013 to catalyze solutions-oriented reporting projects focused on climate change resilience (supported by The Rockefeller Foundation); social and emotional learning (with support from the NoVo Foundation); and women’s economic equity (also NoVo supported). In all, we have supported 23 projects through this initiative, resulting in at least 54 online, newspaper, radio, and television stories around the world. In 2014, we shifted the focus of these funds, supporting fewer, higher-impact projects by mainstream news organizations. This change generated several notable initiatives:

The El Paso Times launched “Quenching Our Future,” a multi-year examination of responses to the intensifying scarcity of water in the Rio Grande Valley. Reporters traveled to Australia, Atlanta, and Las Vegas to inform this solutions-oriented series, aimed at shifting public discourse of water issues in the border region. The newspaper partnered with KINT, a Univisión television affiliate, which produced a weeklong series of features on its nightly news program.

http://www.elpasotimes.com/water

WWNO, New Orleans’ public radio station, produced “Delta Blues,” a three-part series that brought Louisiana listeners to Vietnam’s Mekong River Delta – a region that likewise faces rising sea levels, flooding, and the prospect of mass displacement of residents. The team’s reporting focused on both challenges and responses in Vietnam – and examined increased communication and cooperation between officials in that country and those in the Mississippi River Delta.


http://opinionator.blogs.nytimes.com/2014/04/30/teach-the-teachers-well/?_r=0

Geoff Dembicki of The Tyee authored a three-part series, “Can We Fix the Climate by Being More Like Hawaii,” looking at that state’s efforts to achieve environmental sustainability.

http://thetyee.ca/News/2014/09/29/Fix-Climate-Hawaii/

In addition, SJN received support from the Pulitzer Center on Crisis Reporting to integrate solutions-oriented approaches through mentorship by SJN staff for Pulitzer Center grantees covering global health and development issues, and to create training manuals and educational opportunities at conferences and special events.

In 2015...

SJN will phase out the story funds, supporting only our existing commitments. We’ve decided that we can have greater leverage on journalist practice through our newsroom Engines and journalist fellowships.
Mass Spread

While much of our attention and investment in 2014 was focused on building high-impact newsroom relationships, we were also laying the foundation for a network-based strategy to drive practice change across a much bigger universe of journalists.

**NETWORK:**

The Solutions Journalism Network already has an informal network comprised of the hundreds of journalists we’ve trained directly and the thousands who have visited our website. In fact, with almost no promotion, more than 1,100 already receive SJN’s monthly newsletter. Building on that core of interest, we completed the research and design of a network strategy, with both online and offline components, that will be advanced in 2015. This strategy is focused on building journalists’ affiliation with the solutions approach, recognizing and celebrating their work, and bringing them into a collaborative community.

**ONLINE:**

In anticipation of our network build-out, SJN dramatically expanded the learning content available at our website (www.solutionsjournalism.org) which has become a robust resource for potential newsroom partners and journalists around the world. We added practical tools that help our network better spot, understand, reform, and generate their own solutions stories. The “How I Got That Story” series, launched in the spring, features interviews with journalists who have excelled in solutions reporting, while our “Ten Questions” help readers identify solutions pieces and help journalists ask the key questions behind developing a solutions story. Meanwhile, we have built a strong and consistent presence on social media platforms. Twitter followers and Facebook fans more than doubled in 2014, to respective totals of 2,635 and 1,344. In October, Solutions Journalism Network was a featured guest on #MuckedUp, an online Twitter forum hosted by MuckRack.com.

**CONFERENCES & PRESENTATIONS:**

SJN staff presented on solutions journalism at 32 forums in 2014. Some, like the Investigative Reporters & Editors annual conference, the Knight/MIT Civic Media conference, and the Gates Media Partners Gathering, were focused on top journalists and editors. Others, such as the Skoll World Forum – where we led a special breakfast meeting of 20 leading editors and journalists – the Frank Conference, and the Aspen Health Summit, brought together leaders in media, philanthropy, technology and public-interest communications.

We will launch a redesigned website around mid-year, timed to support a substantive dedicated community on LinkedIn or another network platform, and on social media. We also will expand our offline activities, coordinating a series of regional events that lead to a national solutions journalism conference in the fall. Our goals: to catalyze broad awareness and affiliation among journalists we otherwise wouldn’t reach through newsroom partnerships, and to build a core of passionate and expert “ambassadors” who will help us spread the word about the practice.
Our Impact

It’s critical that we demonstrate the power of the solutions approach to engage audiences, to shift public discourse, and to catalyze changed behavior.
ANNUAL REPORT 2014

IV. OUR IMPACT

SJN rigorously tracks the impact of our work with journalists and newsrooms – and the impact, in turn of their work. It’s critical that we demonstrate the power of the solutions approach to engage audiences, to shift public discourse, and to catalyze changed behavior. It’s also important that we establish effective feedback mechanisms that inform the substance and quality of our own strategy and operations.

Here are the big questions we’re taking on, and how we’re measuring our impact on each of them:

Do reporters, producers and editors understand and embrace solutions journalism?

Does bedrock culture change result in the adoption and sustained integration of the approach after an initial exposure to the practice? Ultimately, we will answer that question by looking at the number of newsrooms and journalists that maintain high-quality solutions coverage following SJN’s support. For now, we’re tracking:
- How many newsrooms and journalists we introduce to solutions journalism
- How many students are exposed to SJN curricula
- The number and quality of solutions stories produced

In 2014, SJN trained 370 Journalists in 20 U.S. Newsrooms. Through story funds and Engine relationships, we directly catalyzed stories in 9 newsrooms.

More generally, we’re concerned with SJN’s relevance to journalists and others concerned with news media. Do people care? Do they like—and “like”—us? We keep tabs on our social media activity, and on subscriptions to our newsletter, as barometers of our ability to connect with key constituents:

In 2014

MailChimp
Our newsletter subscribers grew by 68.8%

Twitter followers more than doubled

Facebook fans increased by 174%

Do readers engage with solutions stories differently than with traditional news?

We believe that stories with a solutions focus engage readers and viewers in ways that can be more powerful, and less polarizing, than stories that dwell mainly on problems. News engagement metrics are imperfect, so our approach combines traditional online media metrics with more tailored approaches:
- Website time spent on page for solutions stories vs. non-solutions stories
- Quantity and quality of audience comments
- Audience recall and response to solutions stories, via surveys.

Much of our early work in this area is happening in the context of our “Education Lab” collaboration with The Seattle Times. You can see results of a Times audience survey at the link below. Among other findings, a huge proportion of readers agreed with the statement: “I appreciated the focus on a solution that seemed to be working.” And large numbers indicated they were likely to talk to someone else about an Education Lab story.

Are citizens more engaged with their communities after reading solutions-oriented stories? We understand anecdotally that solutions journalism generates different sorts of conversations that can power higher-quality citizenship. We are attempting to measure this effect systematically:
- Mentions of solutions stories in public discussion and other media
- Constituent surveys showing changes in attitudes and behavior
- Evidence of policy change or new investment

We have contracted with the Engaging News Project to conduct a series of A/B tests to measure audiences’ reactions to solutions journalism stories compared to problem stories. Executive summary: People who read a version of a story with solutions content were significantly more likely to say that they could make a difference on an issue and that they’d get involved with a solution. Read more about the promising results so far; we’ll release reports on live news site tests over the course of 2015.

The promising results so far: http://solutionsjournalism.org/impact/ab-testing-and-other-metrics/

News Engagement

Data from the Engaging News Project and Solutions Journalism Network’s joint report: “The Power of Solutions Journalism”

![News Engagement Chart]

Level of Likelihood
1 = Very Unlikely to 5 = Very likely

Share article on social media
Read more articles from same author
Read more articles from same newspaper
Read more articles on issue

Non-Solutions Article
Solutions Article

2.4 2.8
3.1 3.5
3.1 3.4
3.4 3.7
V. ORGANIZATIONAL CAPACITY

Building for Sustainability

In 2014, SJN continued to develop an organizational infrastructure to support its high-quality programs. The administrative and financial team strives to adhere to best practices in nonprofit organization management. An important additional goal is transparency in communicating our administrative practices and financial results.

**TAX-EXEMPT STATUS:**

On June 30, 2014 the IRS issued SJN’s 501(c)3 determination letter, certifying SJN as a tax-exempt public charity. Prior to the granting of its tax-exempt status, SJN operated under the aegis of fiscal sponsorship provided first by Civic Ventures (through March 2014) and then through the New Venture Fund (March – July 2014).

**GOVERNANCE:**

At the start of 2014, SJN was pleased to elect two independent members to the board of directors: Dean Furbush, CEO of Scroll Motion and David Boardman, Dean of the Media and Communications program at Temple University.

**COMPLIANCE AND TAX REPORTING:**

SJN completed our first Form 990 for the 2013 fiscal year and prepared our first set of audited financial documents for the 2013 fiscal year. In preparing these documents, SJN retained the services of Accounting Resources, Inc. as its outsourced accountant, and Raich, Ende & Malter as independent auditor. SJN is in the process of registering with the applicable state regulatory and charity bodies, and has put corporate insurance protection in place.

**PHYSICAL INFRASTRUCTURE:**

SJN plans to move to a new office in New York City in 2015. As our staff expands, we have outgrown our modest space on the Upper West Side.
The Solutions Journalism Network has experienced strong year over year revenue growth from 2013 to 2014 in support of its growing body of work with independent journalists and newsrooms since the start of 2013. For a complete list of all funding sources, please see Section VIII at the back of this report.

SJN expects to continue growing over the next two to three years as we expand our program reach to an increasing number of newsrooms and journalists.

<table>
<thead>
<tr>
<th>Ordinary Income/Expense</th>
<th>FY 2014</th>
<th>FY 2013*</th>
<th>Variance FY 2014 vs. FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation &amp; Corporation Grants</td>
<td>1,397,196</td>
<td>759,992</td>
<td>637,204</td>
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<td>Academic Partners &amp; Contributions</td>
<td>9,255</td>
<td>767</td>
<td>8,488</td>
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<tr>
<td>Professional Services</td>
<td>38,474</td>
<td>38,707</td>
<td>(233)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
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<td>645,459</td>
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<tr>
<td><strong>Gross Income</strong></td>
<td>1,444,925</td>
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<td><strong>EXPENSE</strong></td>
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<tr>
<td>Direct Program Staff Compensation</td>
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<td>All Other Staff Compensation</td>
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<td>Newsroom Support</td>
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<td>135,302</td>
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<td>Journalist Projects</td>
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<td>Occupancy and Office</td>
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<td>Administrative Expenses</td>
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<td>Program &amp; Event Expenses</td>
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<td>8,510</td>
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<tr>
<td>Professional Fees***</td>
<td>152,184</td>
<td>369,712</td>
<td>(217,528)</td>
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<tr>
<td>Insurance</td>
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<td>Staff Travel &amp; Meetings</td>
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<td><strong>Net Ordinary Income</strong></td>
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<td><strong>Total Other Income (Expense)</strong></td>
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<td>-</td>
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<tr>
<td><strong>Net Income</strong></td>
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<td>11,097</td>
<td>16,904</td>
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</table>

* 2013 figures do not reflect In-Kind Revenue/Expense of $83,849 included in the 2013 Audited Financials
** All 2014 figures are preliminary and unaudited
*** The drop in professional fees from 2013 to 2014 was driven in large part by the transition of most on the SJN team to employee status from being independent contractors.

Tina Rosenberg is a Pulitzer Prize-winning journalist and author. She co-authors the “Fixes” column in the New York Times “Opinionator” section. She is a former editorial writer for the New York Times and a contributing writer for the New York Times Magazine. Her books include Children of Cain: Violence and the Violent in Latin America and The Haunted Land: Facing Europe’s Ghosts After Communism, which won the Pulitzer Prize and National Book Award. She has written for dozens of magazines, including The New Yorker, Rolling Stone, Foreign Policy and The Atlantic. She is the author, most recently, of Join the Club: How Peer Pressure Can Transform the World.

Courtney Martin is an author, blogger, and speaker. Her most recent book, Project Rebirth: Survival and the Strength of the Human Spirit from 9/11 Survivors, was published last fall. Among other books, she is also the author of Do It Anyway: The New Generation of Activists, and Perfect Girls, Starving Daughters: How the Quest for Perfection is Harming Young Women. She is Editor Emeritus at Feministing.com. Her work appears frequently in The Christian Science Monitor, GOOD, and The Nation, among other national publications. Courtney has appeared on the TODAY Show, Good Morning America, MSNBC, and The O’Reilly Factor, and is the recipient of the Elie Wiesel Prize in Ethics. She is the leader of The Op-Ed Project’s Public Voices Fellowship Program at Yale University. In 2009, she was a resident of the Rockefeller Foundation’s Bellagio Center and in 2010 spoke at the inaugural TEDWomen conference.
**TEAM**


**Julia Burns**, Chief Financial Officer, has been a senior finance and strategy executive with Dow Jones, Wolters Kluwer, and Lincoln Center for the Performing Arts.

**Liza Gross**, Director of Newsroom Practice Change, is a media expert specializing in the transition of traditional media outlets to a multimedia model and in the development and execution of innovative communications strategies for nonprofit organizations.

**Keith Hammonds**, Chief Operating Officer, is the former executive editor of *Fast Company,* and most recently directed Ashoka’s News & Knowledge initiative.

**Samantha McCann**, Network Curator, has spent her career in journalism and academic research on environmental and criminal justice issues. Her work has appeared in the *World Policy Journal, Journal of International Affairs, The Guardian, Scholastic,* & more.

**Taylor Nelson**, Development and Administrative Associate, has project management, development, and strategic planning experience from her work with various nonprofits.

**Rikha Rani**, Intelligence Director, has worked extensively as a consultant in the global health space with a focus on increasing access to medicines. Clients have included Pfizer, the United Nations Population Fund and the Clinton Health Access Initiative.

**Kerrin Stokes**, Administrative Director, has worked for five years as an office administrator in non-profit and education settings.

**CONSULTANTS**

**Elizabeth Tompkins**, Web and Social Media Associate, is a communications consultant with a background in social science research. Her work experience is focused at the intersection of media and international development.

**Peg Tyre**, Advisor on the Seattle Times partnership, is a best-selling author and journalist who covers education. She has written for the *New York Times, The Atlantic,* and other publications, and is author of *The Trouble With Boys* and *The Good School.*

**BOARD MEMBERS**

**David Boardman**, is Dean of the School of Media and Communication at Temple University in Philadelphia. Previously, he was Executive Editor and Senior Vice President of *The Seattle Times.* He is chairman of the National Advisory Board of the Poynter Institute for Media Studies, and a Poynter Ethics Fellow.

**Dean Furbush**, is CEO of ScrollMotion, Inc., a New York-based technology firm. From 2007 to 2012, Dean served as President of College Summit, a non-profit organization that increases college enrollment and college success for students in low-income high schools, by transforming high school culture.

**David Bornstein**, see opposite.

**Tina Rosenberg**, see opposite.

**Courtney Martin**, see opposite.
VIII. CORE RELATIONSHIPS

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