

2003 Annual Report



Our **Mission**

NPR's mission is to work in partnership with member stations to create a more informed public — one challenged and invigorated by a deeper understanding and appreciation of events, ideas, and cultures. To accomplish our mission, we produce, acquire, and distribute programming that meets the highest standards of public service in journalism and cultural expression; we represent our members in matters of their mutual interest; and we provide satellite interconnection for the entire public radio system.

Contents

Letter from the President	1
2003 Achievements	2
Financial Statements	20
NPR Officers and Board of Directors	21
NPR Foundation Board of Trustees	21
NPR President's Council	21
Contributors	21

2 003 was a remarkable, turbulent, yet ultimately successful period for NPR. We faced tremendous challenges, most notably the complex demands of covering the war in Iraq and other major news developments. Our strong performance during this period attests to the strength of our organization and the collective talents of our staff members, who continued our high levels of service to stations and listeners despite our financial challenges and the demands of intense and extended news coverage.

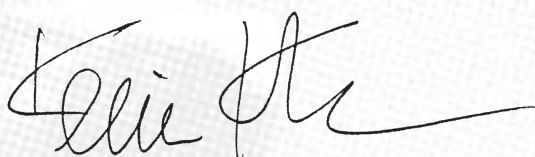
Our service to the nation is evidenced by our historic audience growth during this period. Over 29 million weekly visitors flocked to NPR member stations in the war's first days to hear coverage that was both broader and deeper than that of any other media outlet. During the course of the year, NPR programs drew a record average of 22 million weekly listeners, a 64 percent increase over the last five years.

Meeting our goals for the year was not done easily. Through the tireless support of NPR staff members, the active, intelligent involvement of NPR member station personnel, and the generosity of many supporters, NPR deepened and extended the NPR News experience across the day with new programs including *Day to Day*, and invested in our collaborative and responsive relationship with our member stations.

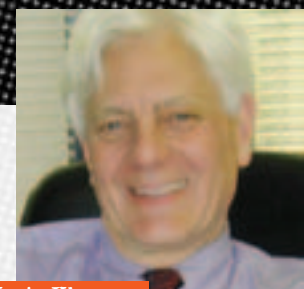
In a year characterized by intense news events, NPR has been proud to provide insightful, balanced news programming on the air and online that helps make sense of the often confusing wash of information surrounding us every day. NPR went past the surface issues to give our listeners deeper insight into the ideas and individuals shaping the important stories of the day. We wove hard news with human-interest coverage to create a space for listeners to experience and reflect upon different perspectives on the day's developments.

Nothing exemplifies this point more than our in-depth coverage of the Iraq war. NPR covered this story from all sides, combining gripping first-hand descriptions of the action on the ground in Iraq with hard-hitting reports on the political battles being waged at home.

With the news in fall 2003 of Joan B. Kroc's remarkable bequest, the future of NPR is even brighter. But serious funding challenges remain. With the majority of those funds designated for our endowment, the gift will generate less than ten percent of NPR's operating budget. NPR will still have to raise substantial funds each year to continue our critical service to the nation. NPR must sustain and grow our tradition of excellence – a tradition that is valued and celebrated by public radio listeners and necessary to the survival of our member stations. Our high standards have set equally high expectations, and to meet them, we must continue to call on our supporters to champion our work for many years to come.



Kevin Klose
NPR President and CEO



Kevin Klose

War in Iraq: Capturing the Story

As bombs fell in Baghdad, NPR correspondent Anne Garrels, the only U.S. broadcast journalist to remain in the city during the initial invasion, reported in a steady but strained voice on the bloodshed and chaos she witnessed.

On NPR, listeners encountered the Iraq war in all its complexities, as our hosts and correspondents relayed more than 2,600 sound-rich narratives of the conflict from their posts at home and abroad. Daily coverage of developments in the war were punctuated by powerful storytelling and breaking news that led listeners through the smoke and confusion surrounding the war to clear-eyed examinations of the people, strategies, decisions, and debates it involved.

From coverage of discussions in the halls of Congress by Congressional Reporter Andrea Seabrook to vivid reports from embedded journalists including Eric Westervelt and John Burnett, NPR correspondents brought listeners the voices, sounds, and stories of the conflict.

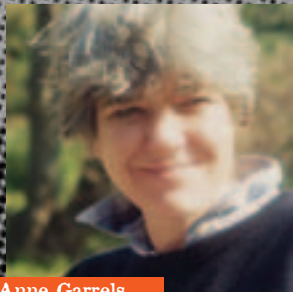
Throughout the events leading up to the Iraq War and beyond, millions of listeners turned to NPR News for comprehensive, thoughtful coverage of this deeply complex international event.



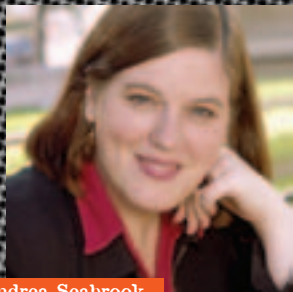
In 2004, NPR's coverage of the Iraq War was honored with an Alfred I. duPont-Columbia University Award Silver Baton. The awards committee praised NPR for "ambitious, dramatic, personal, and intelligent coverage that uses the medium in extraordinarily creative ways."

All day long, the sound of rockets, anti-aircraft guns, and artillery pressed in from all directions. The fog of sand and smoke from the oil fires lit by the Iraqis enveloped the city. Drivers who dared to venture out couldn't see what was going on just a few blocks down the road.

Anne Garrels, *All Things Considered*, 4/7/03



Anne Garrels



Andrea Seabrook



Eric Westervelt



John Burnett (also at left)



Peter Kenyon

Audience Growth: Solid Gains and Historic H

In an age of sound bytes and sensationalism, NPR's long-form, thoughtful journalism continues to engage, enlighten, and inspire. In 2003, listeners turned to NPR and npr.org in ever-growing numbers to learn more about their world and the latest on major news events.

For the 18th consecutive year, NPR programming set new records in 2003, capping audience growth of 64 percent in the last five years with an all-time high of more than 22 million average listeners per week. NPR's newest show, *Day to Day*,sm also set audience records for a new NPR program, reaching more than one million listeners after being on the air for just six months.

With limited resources but strong community connections, NPR stations continue to attract record numbers of listeners. Surveys find that currently, about one in nine Americans over age 25 tunes in to NPR programming on their local station every week, and on average, these people spend about 4.5 hours a week listening to NPR programming.

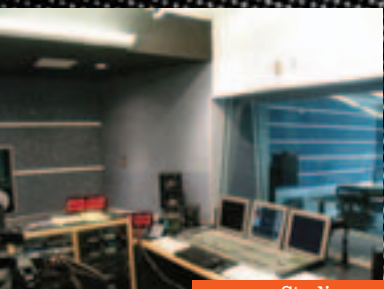
Online, npr.org averaged 2.2 million monthly unique visitors and almost 50 million total visits, with most of those visits taking place during the work day. Through npr.org, visitors e-mailed more than one-half million NPR stories to their friends and family, sharing their favorite NPR moments and spurring e-mail exchanges about important issues and topics of the moment. At the peak of the lead-up to the war in Iraq, 45,000 simultaneous users were listening to the NPR online program stream. On the day the war began, 326,000 visitors came to the site — eclipsing previous daily Web audience counts.

Our place in listeners' lives is critical to the American experience, fostering the community engagement and civic discourse that upholds our democracy and our society. On the air and online, NPR and our member stations will continue to serve public radio's ever-growing audience in still greater and more valuable ways.

NPR West:



Reception Area



Studio

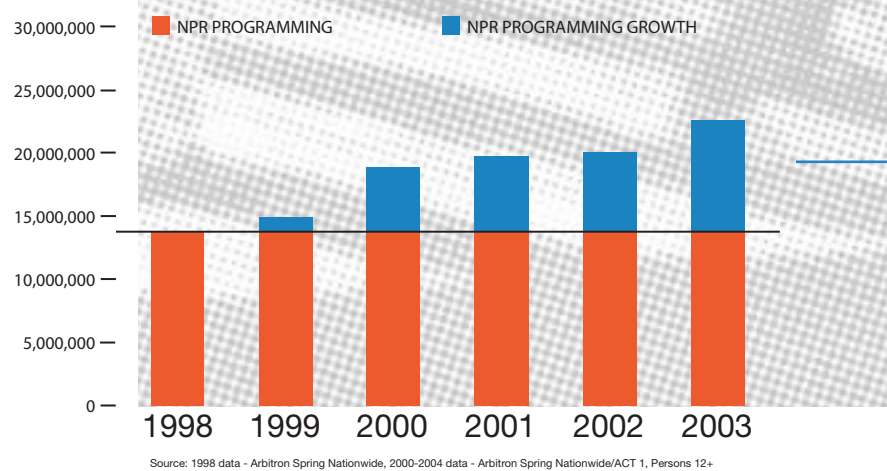
...the new state-of-the-art West Coast production studios...exemplify the network's desire to break free of its D.C. base and stretch out, both physically and philosophically.

Los Angeles Times

Highs

I get the whole world on NPR: all the continents here and all the continents there, the moon, Mars...that's one of the real strengths of NPR.

Lowell Dodge, listener, Washington, DC



64%
AUDIENCE GROWTH
SINCE 1999

New Voices and Fresh Perspectives

Cultural diversity, innovation, and creativity have long been the hallmarks of America's West. It's where new ideas are born and old ideas are heard from new perspectives.

As other broadcast media have scaled back their operations, NPR continues to grow. From NPR West, our new landmark facility in Culver City, CA, public radio reaches out to provide an even broader world of news, events, and culture. New voices. Different views. Imaginative programming. Multimedia offerings. NPR West is more than a production center. It's an invitation to come listen and explore.

In 2003, NPR West became fully operational and quickly emerged as a cornerstone in NPR programming and production. The studios are now home to daily production of two NPR programs, *Day to Day* and *The Tavis Smiley Show*.sm Already, NPR West has offered NPR listeners unique insights into the news of the region. In August, *All Things Considered*[®] launched a year-long look at water management, conservation, and use in the Western states, and offered listeners

detailed, long-form features on the timely issue. NPR's Howard Berkes reported on prescient explorer and scientist John Wesley Powell, who foresaw the water crisis and engineered early plans for water usage. Tracing the hardest working river in the United States, Elizabeth Arnold offered insights into the Colorado River, which is critical to the water supply of seven states. Scott Horsley reported on the battle between the water needs of rapidly growing cities and those of farmers, some of whom who have found that selling water is more profitable than selling crops.

NPR West symbolizes NPR's bi-coastal innovation and growth. The production center is developing into a key Western cultural institution, provides critical support for NPR's enhanced coverage of the West, and, should dire events cause an outage in Washington, DC, is prepared to carry on NPR News production for the network.



Alex Chadwick

We'll explain what we can; we'll ask what we want; we'll offer opinions and ideas; we'll explore beliefs and behaviors. And we'll make a radio show that goes along day to day rediscovering the world.

Host Alex Chadwick, *Day to Day* inaugural broadcast, 7/28/03

Day to Day: The New Sound in NPR News

From San Francisco and New York to Flagstaff and Boise, listeners heard something new from NPR in July 2003 — the debut of *Day to Day*, the newest NPR-produced news program in a generation. Produced in collaboration with *Slate Magazine* and hosted by award-winning NPR correspondent Alex Chadwick, *Day to Day* delves into newsworthy topics with a smart, savvy, and spontaneous approach, featuring contributors from both NPR and *Slate*. *Day to Day* is the second program to originate from NPR West in California.

Day to Day appeals to the unique mid-day interests of busy listeners by offering NPR news, commentaries, and features in shorter segments, and more stories in the hour. Listeners come to the program for distinctive features, including hard-hitting

exposés of Los Angeles' odd underbelly by investigative reporter Brian Unger and intrepid producer/sidekick Rob Sachs; common-sense advice on personal finance issues from the *Washington Post's* Michelle Singletary; and expert insight into the discussion and power players on the Sunday morning TV talk shows with NPR political correspondent Juan Williams.

The first audience reports on the program prove its power: in its first survey period *Day to Day* reached more than one million listeners a week — a record for a new NPR program. After debuting in five of the top ten markets, the program continues to draw new listeners and ended 2003 on 99 stations across the nation.



Tavis Smiley

The Tavis Smiley Show:

Hard News and Penetrating Observations

NPR and member stations continue to expand our capacity to serve diverse audiences — and to build awareness of public radio among African-American, Hispanic, and other under-served listeners.

With its provocative commentary, exclusive interviews, and reports on everything from politics to pop culture, *The Tavis Smiley Show*, produced at NPR West, presents the news from a fresh perspective for listeners of all backgrounds. Driven by Smiley's trademark passion and energy, the program has become one of the fastest growing programs in NPR history, ending the year with a diverse, rapidly expanding audience of nearly one million listeners per week on more than 80 public radio stations.

In 2003, entrepreneur, minister, father, and former congressman J.C. Watts came to *The Tavis Smiley Show* as a regular commentator. He joins a distinguished group of commentators on the show, including Princeton professor Cornel West, author and professor Michael Eric Dyson, noted civil rights attorney Connie Rice, and Ward Connerly, a member of the University of California Board of Regents.

In his first two years hosting *The Tavis Smiley Show*, Smiley captivated listeners with revealing interviews with newsmakers and personalities including Kofi Annan, Maya Angelou, Magic Johnson, Condoleezza Rice, Bill Clinton, Oprah Winfrey, Abner Louima, Bill Gates, Chris Rock, Ray Charles, and John McCain.

I'm Tavis Smiley. This is NPR.

Keep the faith.

Host Tavis Smiley, *The Tavis Smiley Show*, 2/27/03



Each morning when I arrive around 5:30, I turn on the laptop, access your show through the NPR Web site, and listen to yesterday's show. Why? I'm an international teacher from Green Bay, WI., teaching in San Pedro Sula, Honduras, for my first year. I cannot just turn on NPR and listen to the show. Thank you for the continual work that goes into your Web site to bring me the best of radio! Muchas gracias!

Greg Le Moine, Escuela Internacional Sampedrana

npr.org: Go Deeper and Discover More

Listeners from around the globe and across the nation come to npr.org to enrich their NPR experience and expand their online horizons. No matter where they live or when they visit, npr.org offers NPR listeners convenient and immediate access to their favorite NPR programs and stories. For listeners far from home or those who just want to catch the piece they missed during their morning commute, npr.org offers a rich array of online resources – from news headlines to a treasure-trove of photos, extended interviews, special features, and Web-only columns by NPR personalities. The site also offers a popular “e-mail a friend” feature that enables visitors to easily share their favorite NPR stories with their colleagues and families.

In 2003, millions of unique visitors came to npr.org every month for exclusive offerings focused on major news events – from online coverage of the Space Shuttle Columbia disaster to the Iraq War.

As the war began, npr.org visitors found a broad array of perspectives on the conflict, with a series of exclusive, personal essays and photos from NPR correspondents in the field. In a continuing series called “War Diaries,” NPR shared the first-person accounts and reflections of individuals affected by the Iraq War, from those in combat zones to those on the home front, including the mother of a fallen soldier and an Iraqi exile.

Whether visitors come to npr.org to listen to archived editions of their favorite programs, connect with their local NPR stations’ program schedules and online programs streams, or browse through the fun finds in the NPR Shop, npr.org takes listeners further into the NPR experience.

Expansion in NPR News

Across the organization, on the air and online, NPR used 2003 to push programming in new directions and test new frontiers. It was a year of radio firsts: the first news co-production with the BBC — the global town hall “Iraq: The World Speaks;” the first radio-only debate in a decade, produced in collaboration with member station WOI in Ames, Iowa, in January, featuring the Democratic presidential candidates; and *All Things Considered*’s news-breaking interview with U.N. weapons inspection chief Hans Blix.

Over the course of the year, NPR News offered deep and substantive reportage on the issues influencing our lives. Listeners came to NPR to learn more about the legacy of *Brown vs. the Board of Education* and its impact on education and race over the last five decades. We explored the circumstances confronting girls in the juvenile justice system, studied the issues surrounding the California recall battle, and, through a year-long series by Noah Adams, traced the personal stories of the working poor. Overseas, NPR News offered a major series studying terrorism in Southeast Asia, reports on Islam’s impact on Europe, and unparalleled coverage of the war in Iraq. Interwoven with hard-hitting news reports were features that offered insight into the arts and humanities, including the debut of *Morning Edition*’s® “Honky Tonks, Hymns and the Blues” series.

In November 2003 NPR announced an astounding \$230 million gift from philanthropist Joan B. Kroc. Mrs. Kroc designated that the majority of the bequest would go to the NPR Foundation’s Endowment Fund for Excellence, bringing NPR a definitive sense of security that inspired unfettered thinking about the ways NPR can expand and improve our service to the American public in the years ahead.

Bolstered by the bequest, to support our public interest obligation to provide the highest-quality journalism to the nation, NPR has made plans for a three-year, multi-million dollar expansion of our news offerings, which will strengthen and deepen NPR’s coverage of breaking news as well as national and international developments, and support growth in our investigative reporting.

Listeners and member stations trust NPR as America’s foremost provider of journalism that opens minds, broadens horizons, and inspires active involvement in today’s issues and ideas. Going forward, NPR News will continue to build on our exponential growth and use our resources to more firmly position NPR in American media — and Americans’ consciousness — as the foremost source of credible and independent news and information.

Our goal is to serve member stations and their listeners with expanded in-depth reports from around the country and the world. We recognize that in this era, Americans seek reliable fact-based journalism that is up-to-the-minute and provides deep context and detail.

Kevin Klose, NPR President and CEO

Celebrating Opera and **Classical Music**

NPR listeners enjoy front-row seats for some of the world's most extraordinary musical events — from Carnegie Hall to Vienna's Musikverein. With unparalleled access to the world's premiere classical music artists and events, NPR ushers listeners from their armchairs and automobiles into the thriving music world, with interviews and performances by top artists. In 2003, NPR was live on location at the gala opening of Walt Disney Concert Hall in Los Angeles, the debut of Simon Rattle with the Berlin Philharmonic at Carnegie Hall, and some of the nation's great summer music festivals, including Tanglewood, the summer home of the Boston Symphony; the Aspen Music Festival in Colorado; and SummerFest LaJolla in San Diego.

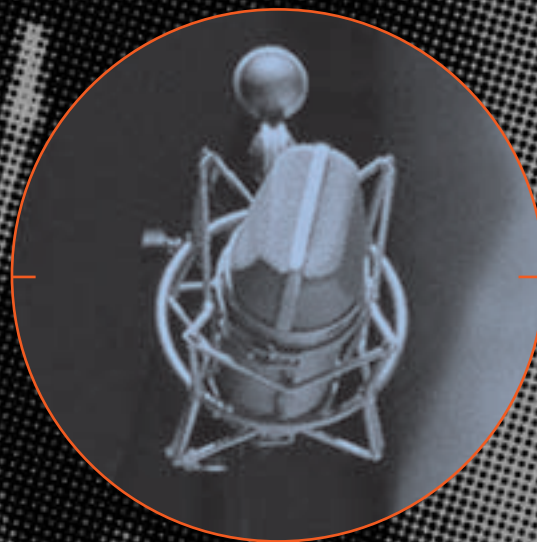
In 2003, NPR transformed *World of Opera*sm into a year-round program featuring new productions from major American opera companies, with the dynamic Lisa Simeone in the host chair.

Also in 2003, NPR announced a new partnership with Classical Public Radio Network (CPRN) to make CPRN's high-quality, 24-hour classical music service available to public radio stations and their listeners across the nation. Created five years ago by Colorado Public Radio and University of Southern California Radio (KUSC) in Los Angeles, CPRN's versatile format complements local music presentations as well as NPR's popular national programs. As public radio stations continue to seek ways to expand and focus their programming, this new alliance with CPRN helps NPR provide more and better service to NPR's classical music stations.

CPRN joins NPR's other classical offerings, including the daily two-hour *Performance Today*, America's most listened-to classical music program; *SymphonyCast*sm, a weekly showcase of the world's greatest symphony orchestras; and *Sunday Baroque*sm, produced by member station WSHU, Fairfield, CT.

**From Walt Disney Concert Hall in Los Angeles,
welcome to a special broadcast from NPR –
'Soundstage LA,' an inaugural gala concert by the
Los Angeles Philharmonic.**

**Special Correspondent Susan Stamberg,
NPR Music Special, 10/25/03**



***Performance Today*[®] host Fred Child (pictured)
and host Korva Coleman welcome NPR listeners
to the creative vitality of classical music.**

Step into her parlor, and hold on to your seat. For more than 20 remarkable years, jazz pianist Marian McPartland and her celebrated musical guests have teamed up for an hour of weekly jazz sessions from NPR.

In 2003, listeners heard “Marian McPartland’s 85th Birthday Bash from Birdland,” an unforgettable night at the historic jazz club in New York, with host Charles Osgood and artists ranging from Norah Jones to Tony Bennett paying tribute to the Peabody Award-winning, legendary *Piano Jazz* host. The two-hour special will be released as a Concord Jazz CD.

Celebrating special days is a specialty for NPR Music — on occasions both somber and celebratory. In February, NPR joined with member station KUHF in Houston to offer a live broadcast to the nation of the

Houston Symphony’s memorial concert to the victims of the Columbia Space Shuttle. Over the holidays, NPR Music offered something for everyone, including two sold-out “Jazz Piano Christmas” programs at the Kennedy Center in Washington, DC, a Tavis Smiley-hosted gospel version of Handel’s masterwork *Messiah* called *Too Hot to Handel*, “Holiday Pops” featuring Keith Lockhart and the Boston Pops in concert at Symphony Hall in Boston, “Toast of the Nation,” our coast-to-coast New Year’s Eve live jazz program, and the first-ever NPR broadcast of the New Year’s Day from Vienna concert, the most popular holiday concert in the world. Through a technological advancement, NPR also made our holiday programming available via wireless in coffee shops around the nation, thanks to our innovative partnership with exclusive underwriter Starbucks®.

NPR **Jazz** and Holiday Programming

I know some people find a style and stay in that style, but I’m interested in hearing what’s new and what’s going on.

Host Marian McPartland of *Marian McPartland’s Piano Jazz*® as quoted in the *Vancouver Sun*, 11/19/03

NPR jazz programs won high praise in the 2003 New York Festivals International Radio Programming and Promotion Awards “recognizing the world’s best work in news, information, entertainment, and on-air talent programming and promotion.” *Marian McPartland’s Piano Jazz* won a Gold World Medal in the entertainment category for “Best Regularly Scheduled Music Show.” *JazzSet with Dee Dee Bridgewater*® won a Silver World Medal in the same category, for a tribute to Ray Brown.

Whip-Smart Wit and Wisdom:

People come to NPR to learn...and to laugh. With their signature whip-smart wit and wisdom, host Peter Sagal and score-keeper Carl Kasell greet listeners each week on *Wait Wait...Don't Tell Me!*® the oddly informative news quiz produced in collaboration with Chicago Public Radio (WBEZ). In 2003, the program averaged one million listeners in an average quarter hour, a spectacular achievement for so young a program.

The program continues to expand its national presence with a series of sold-out live shows, held in collaboration with member stations including WKSU (Kent, Ohio), WUAL (Tuscaloosa, Alabama), KOPB (Portland, Oregon), WUOM (Ann Arbor, Michigan), KMUW (Wichita, Kansas), WUNC (Chapel Hill, North Carolina), NHPR (New Hampshire), and co-producing station WBEZ (Chicago, Illinois). These live, on-location programs are one way that NPR uses

Summer has hit the Midwest hard...So we've decided to head somewhere where they've heard very nice things about the sun, but haven't actually ever seen it — Portland, Oregon. We'll try to pierce the cloud-cover of ignorance about the week's news.

Host Peter Sagal, *Wait Wait...Don't Tell Me!*, at the live show with KOPB, 6/21/03

Wait Wait...Don't Tell Me!

programming to help stations build audience, raise funds, and bring listeners face-to-face with the personalities they enjoy.

Elsewhere on NPR, the fun continued this year with high-octane hijinks on *Car Talk*,[®] as Tom and Ray Magliozzi offered listeners automotive advice for another phenomenal year. Whether they're finding the fun in engine failure or taking the fear out of car repair,

Tom and Ray mix guffaws with great advice. The show continues to reap larger audiences and ended 2003 with more than four million weekly listeners. The wise and witty program continues to be the most listened-to entertainment program in public radio, and is considered "appointment radio" for its loyal fans.



From NPR news in Washington, a PBS/NPR Newsbrief, I'm Beverly Kirk. The US will now require armed guards on international flights in and out of this country if there's intelligence suggesting the flight has been targeted by terrorists...

Anchor Beverly Kirk,
PBS/NPR Newsbrief,
12/29/03



Beverly Kirk



Sheilah Kast

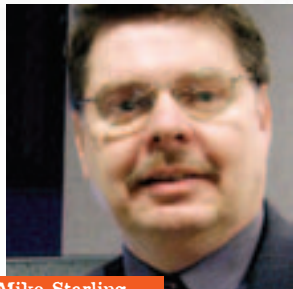
PBS/NPR Newsbriefs: Beyond Radio

With its inaugural broadcast in December 2003, *PBS/NPR Newsbriefs* extended our quality journalism to public television viewers with hourly 30-second television news reports produced by NPR for PBS stations. Anchored by Beverly Kirk, formerly with NBC News Channel, and veteran ABC and public television correspondent Sheilah Kast, the service is produced at NPR's headquarters in Washington, DC.

As a complement to PBS's in-depth news and public affairs programs, *PBS/NPR Newsbrief* brings NPR's trusted reporting and worldwide resources to PBS viewers as news unfolds. Supported by NPR News, the service presents NPR's award-winning news coverage to television audiences who share natural affinities with NPR listeners, and encourages sampling of NPR's radio programming.

NPR and its stations have never thought of digital radio as just a technical, transmission, or experimental activity; it is a holistic undertaking...to deliver meaningful new public services.

**Mike Starling, NPR Vice President
for Engineering and Operations**



Mike Starling



Tomorrow Radio Project: NPR Explores New Technology

With the support of Kenwood USA and Harris Corporation, NPR in 2003 launched the Tomorrow Radio Project to explore the future and viability of digital high-definition (HD) radio technologies.

No longer a hypothetical construct, digital HD radio will allow NPR stations to use their existing spectrum to offer listeners two or more radio formats on the same station — once approved by the FCC — and to better serve increasingly diverse listener demands. Nonprofit radio stations will soon be able to do more with what they already have and avoid the pressure to compete for scarce and expensive new frequencies. Listeners could be the biggest winners, with even more public radio programming and services at their fingertips.

In 2003, the Tomorrow Radio Project held field tests in four major radio markets — San Francisco and Long Beach, CA; New York, NY; and Washington, DC — with stellar results. The service afforded excellent signal coverage and audio quality with no interference with existing signals.

With this project, NPR continues to foster the culture of innovation in our industry and remains at the forefront of developing new technologies that embrace changes in listeners' use of media and advance the ideals of public service.



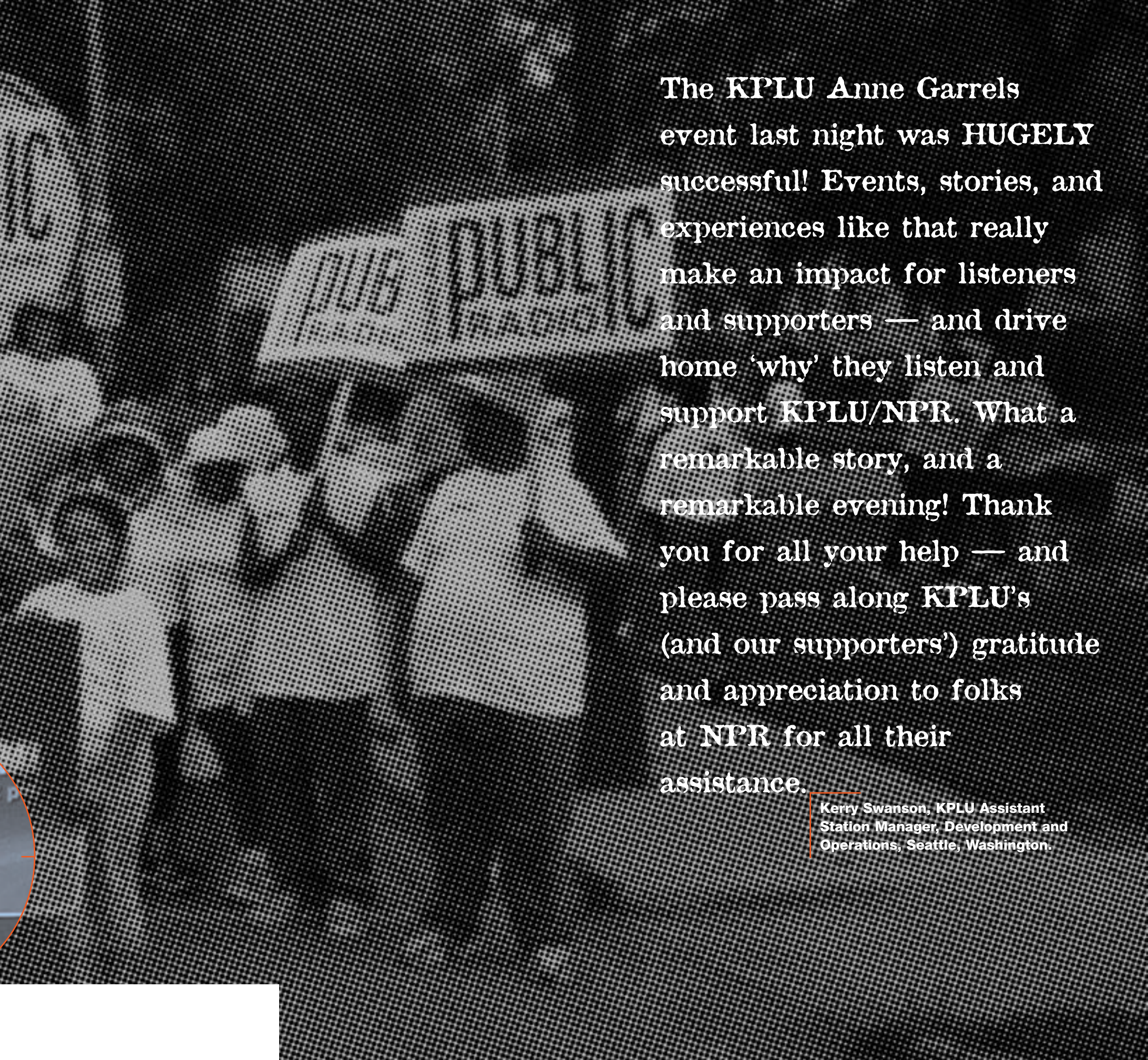
NPR Stations: Making Public Radio Possible

Our unique partnership with hundreds of independent, community-service oriented NPR member stations across the nation distinguishes NPR from every other media organization. To fulfill our shared mission, NPR and member stations work hand-in-hand every day to provide listeners with the highest quality non-commercial programming possible. The relationship between NPR and our stations is at the core of what we do, and why we do it. This year, we built on that relationship with a number of key initiatives.

In 2003, at the request of member stations, NPR instituted a system that enables NPR to immediately feed breaking news or special

coverage directly to stations' air throughout the nation on a 24/7 basis. This service ensures that listeners are kept up-to-date during breaking news and intense news periods, whenever such events occur.

In February 2003, NPR and member station representatives met in Washington for a retreat focused on three urgent issues confronting the public radio system: the use of digital technology to enhance the quality, diversity, and accessibility of public radio programming; efforts to preserve and expand non-commercial stations; and the need to reach new audiences and increase public awareness of the benefits of public radio.



The KPLU Anne Garrels event last night was HUGELY successful! Events, stories, and experiences like that really make an impact for listeners and supporters — and drive home ‘why’ they listen and support KPLU/NPR. What a remarkable story, and a remarkable evening! Thank you for all your help — and please pass along KPLU’s (and our supporters’) gratitude and appreciation to folks at NPR for all their assistance.

Kerry Swanson, KPLU Assistant Station Manager, Development and Operations, Seattle, Washington.

Throughout the year, NPR offered stations representation on key issues before the FCC and Congress; secured continued funding of member stations from the Corporation for Public Broadcasting for local operations and the digital transition; developed and tested digital radio services; and improved the resources available to stations in the form of new programming, program promotion, and on-air fundraising.

Most notably in 2003, news of the remarkable bequest from the late Joan B. Kroc to NPR and KPBS in San Diego exemplified the vital connection between NPR and public radio stations. Through her long-term relationship with KPBS, Mrs. Kroc recognized the

defining partnership of public radio: local stations collaborating with and through a national network to create an independent public service that is both broad and deep.

The scope and quality of NPR station broadcasts is unparalleled in American media. Today, signals from NPR member stations reach more than 99 percent of the American population. For NPR listeners and their communities, NPR member stations provide a critical public service and a wealth of engaging and enlightening local and national programming.

Good information is critical to a well-functioning democracy, issues of domestic and international policy. NPR is a reliable analysis which places American issues and interests in a world

NPR is an independent non-profit organization funded predominantly by hundreds of autonomous member stations, corporate sponsorships, and foundation grants.

Philanthropy:

Making the Connections

The support we receive enables NPR to bring you programming that defies expectations, broadens horizons, and inspires thought. It is because of this financial foundation that NPR continues to be a robust voice in American media.

NPR is an independent non-profit organization funded predominantly by hundreds of autonomous member stations and by corporate sponsorships and foundation grants. NPR strives to keep program fees from stations as stable as possible, but contributions from corporate sponsorships and foundations are subject to the whims of the economy. Such financial volatility can leave NPR vulnerable, especially when world events make extraordinary demands on the NPR News budget. As the economy began to show signs of shaking off its sluggishness of the past several years, NPR's contributions, grants, and sponsorships increased to \$44.67 million in FY 2003, approximately 10% ahead of the previous year.

In January 2003, The John D. and Catherine T. MacArthur Foundation awarded an unprecedented grant of \$14 million – \$10 million to NPR over ten years and \$4 million to the NPR Endowment Fund for Excellence. These grants came at a critical juncture as NPR expanded domestic operations with the opening of NPR West and increased its commitment to international reporting. In the words of MacArthur Foundation President Jonathan F. Fanton, "NPR has established itself as one of the most important sources of news and public affairs programming available to the American public and to listeners throughout the world."

International reporting continues to rank as the number one interest among the 22 million weekly listeners to NPR programming. Support

- **NPR receives no direct federal or other governmental funding for general support. Less than 2% of NPR's annual budget comes from competitive grants sought by NPR from federally funded organizations, such as the Corporation for Public Broadcasting, the National Endowment for the Arts, and the National Science Foundation.**
- **NPR typically receives half its annual revenues from member stations for the programming it produces and distributes. Corporate sponsorships and foundation grants provide most**

for international news coverage was provided by the Ford Foundation, the William and Flora Hewlett Foundation, the Gruber Family Foundation, and the MacArthur Foundation, with additional support for coverage of the war in Iraq from the Corporation for Public Broadcasting.

Foundation support continued to strengthen NPR's capacity to provide comprehensive and balanced coverage of domestic issues during 2003. Support for coverage of education and children, youth, and communities was provided by foundations including the Carnegie Corporation of New York, the Annie E. Casey Foundation, the Freddie Mac Foundation, the William T. Grant Foundation, and the Spencer Foundation. NPR's in-depth coverage of health care and research was made possible in large part by support from The Bill and Melinda Gates Foundation, the Retirement Research Foundation, and the Robert Wood Johnson Foundation. The Ewing Marion Kauffman Foundation provided renewed support for the coverage of small businesses and entrepreneurship. The Melville Charitable Trust continued its generous support of NPR's coverage of issues affecting the low-wage workers and the homeless. Similarly, The Pew Charitable Trusts and the Lilly Endowment continued their long-time support of NPR's examination of the role of religion in today's society.

Thoughtful and thought-provoking coverage of environmental issues has long been a hallmark of NPR's reporting. Support for this coverage was provided by foundations including the Geraldine R. Dodge Foundation, the Park Foundation, the Bullitt Foundation, and the Wallace Genetic Foundation. *Talk of the Nation Science Friday* was made possible by support from the Noyce Foundation, the Alfred P. Sloan Foundation, the National Science Foundation, and the Dibner Fund, among others.

all the more so as citizens confront complex
source of objective information and thoughtful
worldwide context.

Jonathan E. Fanton, President, the MacArthur Foundation

of the remainder and help support NPR's foreign and domestic news operation and cultural programming.

- **NPR does not solicit contributions directly from listeners. Member stations raise hundreds of millions of dollars from listeners annually via on-air pledge drives, direct mail, telemarketing, the Internet, and other means.**
- **NPR's annual operating revenue is supplemented by the NPR Foundation's Endowment Fund for Excellence and the Fund for New Initiatives. These revenues have helped make possible a number of new initiatives, most recently the launch**

of *The Tavis Smiley Show* and *Day to Day*, as well as continued support for NPR Online and NPR West. While receipt of the unprecedented bequest from Joan Kroc generates welcomed investment, it does not replace the need to fund NPR operating expenses.

- **NPR is an efficient fund-raiser, spending less than 8¢ for each dollar raised.**
- **About 75% of NPR's annual revenue is invested directly in news, information and cultural programming.**

The foundation community as well as government agencies have provided generous support for NPR's cultural programming. The National Endowment for the Arts has been a long-term supporter of NPR's classical music programming — support which continued in 2003. Other cultural funders included the Robert W. Woodruff Foundation, which provided support for the annual Dr. Martin Luther King concert and performances and arts coverage from Atlanta, the Argosy Foundation, the Doris Duke Charitable Foundation, and the Music Performance Fund. The Helen F. Whitaker Fund provides funding for emerging artists-in-residence.

Several foundations provided generous support for the operations of NPR West in Los Angeles, NPR's largest programming facility outside of Washington, DC. Foremost among these were the James Irvine Foundation, the Joseph Drown Foundation, the Roth Family Foundation, the Ahmanson Foundation, and The David and Lucile Packard Foundation. NPR West is the production site for NPR's two newest programs, *The Tavis Smiley Show* and *Day to Day*. These initiatives were made possible, in large part, by the generous support of the Corporation for Public Broadcasting.

In addition to grants that support specific areas of coverage, NPR depends upon unrestricted support from foundations, corporations, and others. This support enables NPR the freedom to enhance existing programming, follow emerging issues, and develop new ideas. In fiscal year 2003, support was received from the Annenberg Foundation, the W. K. Kellogg Foundation, the Kresge Foundation, the Charles Stewart Mott Foundation, TIAA-CREF, Sodexo, and the Norman and Rosita Winston Foundation, among others.

The NPR Foundation was established in 1993 to build a substantial endowment that will both insulate NPR from economic hard times and provide increased revenue to expand operations. In addition, the Trustees of the NPR Foundation make annual gifts that support NPR's new initiatives. By supplying a reliable and predictable revenue stream, the NPR Foundation helps strengthen NPR's public service.

In FY 2003, the Endowment received nearly \$5.5 million in new gifts and pledges, bringing the total raised to \$33.7 million. Gifts to the Endowment included memberships in the NPR President's Council, a national group of major donors and public radio advocates. The President's Council holds weekend meetings at NPR headquarters in Washington and at other locations throughout the country, including Chicago in 2003. Meetings feature timely panel discussions with NPR correspondents and on-air personalities, as well as other unique activities.

Shortly after the close of FY 2003, NPR learned of an extraordinary bequest of \$230 million from the late philanthropist Joan B. Kroc. Mrs. Kroc specified that most of her bequest go to NPR's Endowment Fund for Excellence, bringing its assets to approximately \$229 million in gifts and pledges or about twice NPR's annual operating budget. For the first time in its 33-year history, NPR has some degree of financial stability that will enable it to plan ahead with assurance, take advantage of unforeseeable challenges and opportunities, and ensure continuing excellence and innovation. NPR expects Endowment revenue to be less than 10% of operating expenses. That means that NPR will still have to raise substantial funds each year in order to support NPR's programming today and tomorrow.

STATEMENT OF ACTIVITIES

Revenues	
Membership Dues	\$2,115,535
Station Programming Fees	52,696,842
Grants & Contributions ¹	44,667,602
Distribution Services	13,279,032
Other ²	9,716,036
Total Revenues	122,475,047
Expenses	
News & Information	40,584,268
Distribution and Satellite System Replacement	14,319,103
Engineering & Information Technology	13,682,539
Programming Center	10,757,969
NPR Online	5,347,083
Development ³	3,830,713
Member & Program Services	2,995,622
NPR2	497,599
General Administration	23,015,531
Total Expenses	115,030,428
Change in Net Assets From Operation	7,444,619
Restricted Grants & Contributions	
Restricted for Future Use	19,139,537
Permanently Restricted	36,317
Released from Restriction for Current Use	(8,596,203)
Change in Restricted Net Assets	10,579,651
Change in Net Assets from Operations	18,024,270
Unrealized Gain on Swap Contracts	544,821
Change in Net Assets	18,569,091
Net Assets, Beginning of Year	68,788,296
Net Assets, End of Year	\$87,357,387

¹ Includes Donated Goods & Services and gifts to the NPR Foundation

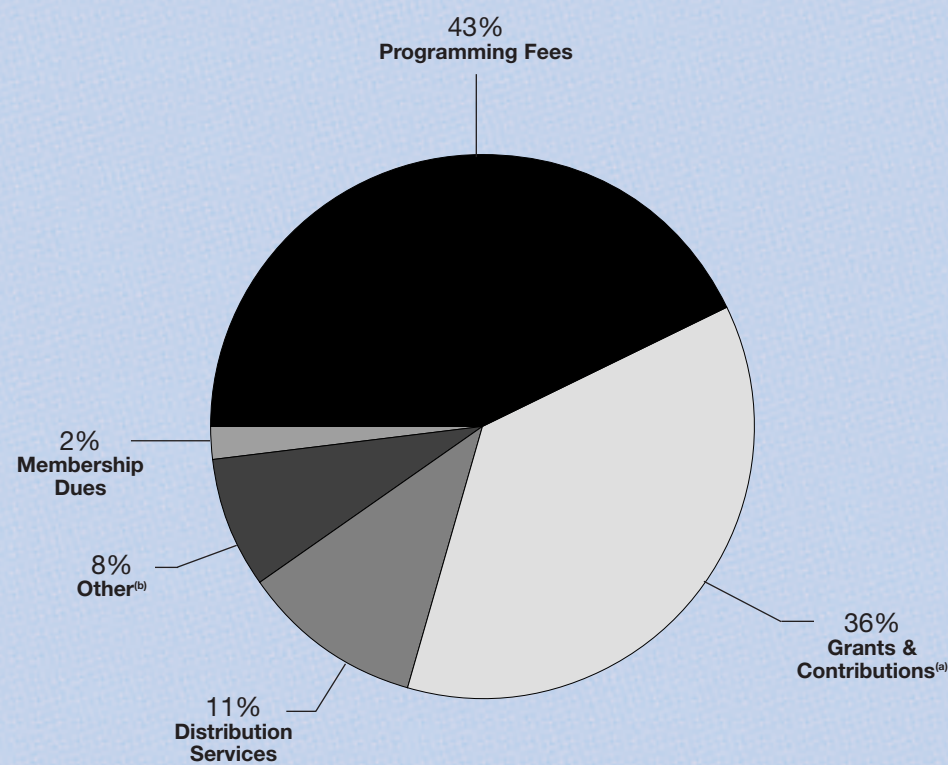
² Includes conference fees; tapes & transcript services; and investment income from NPR Foundation, NPR, and Distribution

³ Includes expenses for the NPR Foundation.

STATEMENT OF FINANCIAL POSITION

Current Assets	
Cash and Cash Equivalents	\$12,318,390
Investments	23,876,946
Receivables	27,185,189
Inventory	352,809
Prepaid and Other Expenses	694,711
Total Current Assets	64,428,045
Property and Equipment, NET	46,425,746
Other Assets	
Long-Term Investments	39,660,999
Long-Term Receivables	11,375,338
Deferred Financing Costs	847,199
Total Other Assets	51,883,536
Total Assets	162,737,327
Liabilities and Net Assets	
Current Liabilities	
Accounts Payable	7,132,908
Current Portion of Long-Term Debt	1,220,000
Accrued Expenses	9,759,745
Accrued Interest Payable	202,813
Deferred Revenues	8,201,558
Total Current Liabilities	26,517,024
Note Payable, Long-Term	2,760,000
Bonds Payable, Long-Term	42,900,000
Interest Rate Swap Contract	3,202,916
Total Liabilities	75,379,940
Net Assets	87,357,387
Total Liabilities and Net Assets	\$162,737,327

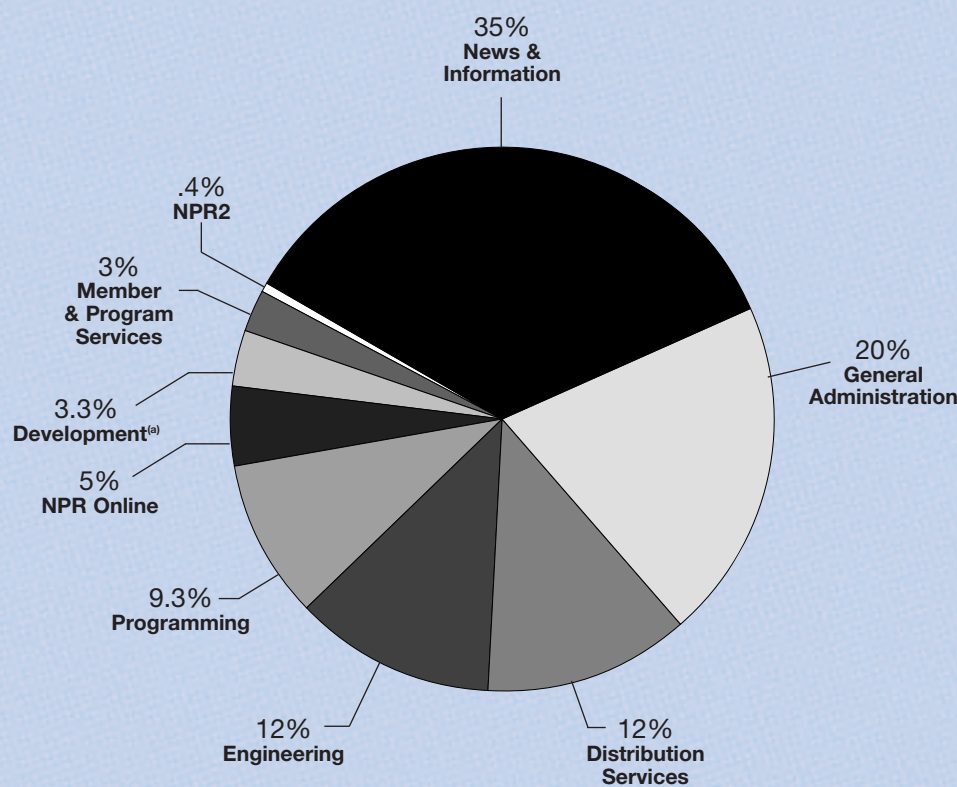
REVENUES IN MILLIONS



^(a) Includes \$2,736,778 in donated goods & services and \$2,995,259 in gifts to the NPR Foundation.

^(b) Includes conference fees; tapes & transcripts services; and investment income from NPR Foundation and Distribution.

EXPENSES IN MILLIONS



^(a) Includes 770,505 for the NPR Foundation.

NPR OFFICERS

Kevin Klose

President and CEO

Ken Stern

Executive Vice President

Bruce Drake

Vice President for News and Information

James Elder

Chief Financial Officer and VP for Finance and Administration

Barbara A. Hall

Vice President for Development and Executive Director for the NPR Foundation

Rodney Huey

Vice President for Communications

Kathleen D. Jackson

Vice President for Human Resources

Neal A. Jackson

Vice President for Legal Affairs, General Counsel and Secretary

Jay Kernis

Senior Vice President for Programming

Pete Loewenstein

Vice President for Distribution

Dana Davis Rehm

Vice President for Member and Program Services

Michael Riksen

Vice President for National Affairs

Margaret Low Smith

Vice President for Programming

Michael Starling

Vice President for Engineering & Operations

Maria Thomas

Vice President for Online

NPR BOARD OF DIRECTORS

Mark Handley

President & General Manager

WEVO-FM - New Hampshire Public Radio

Concord, NH

Cephas Bowles

General Manager, WBGO-FM

Newark, NJ

Paul Delaney

Director, Initiative on Racial Mythology

of the Gene Media Forum

Washington, DC

Tim Eby

Station Manager, WVPE-FM

Elkhart, IN

Jose A. Fajardo

Executive VP and COO, WMFE-FM

Orlando, FL

Bruce R. Haines

General Manager, WBNF-FM

Fort Wayne, IN

Scott Hanley

General Manager, WDUQ-FM

Pittsburgh, PA

John A Herrmann, Jr.

Chair, NPR Foundation

New York, NY

Dr. John H. Keiser

President, Southwest Missouri State University

Springfield, MO

Kevin Klose

President & CEO, NPR

Washington, DC

Michael H. Lazar

President & General Manager, KXPR-FM

Sacramento, CA

JoAnn Urofsky

General Manager, WUSF-FM

Tampa, FL

Mark Vogelzang

President and General Manager,

WVPS-FM-Vermont Public Radio

Colchester, VT

Jo Anne Wallace

VP and General Manager, KQED-FM

San Francisco, CA

Judith A. Winston

Winston, Withers & Associates, LLC

Washington, DC

Vin Weber

Managing Partner, Clark & Weinstock

Washington, DC

Non-Board D/I Committee Members

Carol Pierson

President and CEO, NFCB

Oakland, CA

Skip Pizzi

TV Standards & Regulatory Affairs Manager,

Microsoft Corporation

Fairfax, VA

Kenneth C. Pohlmann

Director of Music Engineering

University of Miami - School of Music

Coral Gables, FL

Jim Russell

Senior Vice President & General Manager

MPPR’s Marketplace Productions

Los Angeles, CA

NPR FOUNDATION BOARD OF TRUSTEES

Officers

John A Herrmann, Jr.

Chair

New York, New York

Carolyn S. Bucksbaum

Vice Chair

Chicago, Illinois

Paul M. Ginsburg

Vice Chair

Santa Rosa, California

Susan B. King†

Vice Chair

Durham, North Carolina

William J. Poorvu

Vice Chair

Cambridge, Massachusetts

Barbara A. Hall

Executive Director, NPR Foundation and

Vice President, Development, NPR

James B. Elder

Treasurer, NPR Foundation and

Chief Financial Officer, NPR

Lois Gardiner Clark

Secretary, NPR Foundation and

Senior Development Associate, NPR

Ex Officio Trustees

Kevin Klose

President and CEO, NPR

Mark Handley

Chairman, NPR Board of Directors

Trustees

Emily H. Altschul

New York, New York

Richard Borenstein

San Rafael, California

Henry E. Catto

San Antonio, Texas

Diana S. Ferguson

Chicago, Illinois

Thomas S. Foster

Washington, D.C.

Sukey R. Garcetti

Los Angeles, California

Harriett Gold

Los Angeles, California

Steven Grand-Jean

San Francisco, California

Daniel B. Greenberg

Van Nuys, California

Peter N. Heydon

Ann Arbor, Michigan

Theodore S. Hochstim†

Dallas, Texas

Iva G. Hochstim

Dallas, Texas

Lisa A. Hook

Washington, D.C.

Stephen A. Hopkins

Washington, D.C.

Patsy Ishiyama

San Francisco, California

Jane Frank Katcher

Coconut Grove, Florida

Lou C. Kerr

Oklahoma City, Oklahoma

Mark J. Kington

Alexandria, Virginia

Charles and Cary Orr-Kissner

Los Altos Hills, California

Harlan Kleiman

Sausalito, California

Timothy K. Krauskopf

Downers Grove, Illinois

Jonathan W. Kutchins

Boston, Massachusetts

Lowell H. Lebermann, Jr.

Austin, Texas

Elaine Lindley LeBuhn

New York, New York

John N. Lilly

Minneapolis, Minnesota

Lyle Logan

Chicago, Illinois

Stuart E. Lucas

Chicago, Illinois

Ernest G. Ludy

Ann Arbor, Michigan

Anne Mai

Port Washington, New York

Joseph C. McNay

Boston, Massachusetts

Robert M. Montgomery, Jr.

West Palm Beach Florida

Thomas A. Moore

New York, New York

Roland D. Pampel

Mystic, Connecticut

Patricia Papper

Miami, Florida

Jane V. Peyrouse

Boston, Massachusetts

Norman Portenoy

Washington, D.C.

Lee B. Ramer

Los Angeles, California

Richard Rampell

Palm Beach, Florida

Alison Ross

Atherton, California

Susan W. Rotenstreich

New York, New York

Nancy S. Sanders

Beverly Hills, California

Arthur I. Segel

Brookline, Massachusetts

Jonah Shacknai

Phoenix, Arizona

Esther Silver-Parker

New York, New York

Susan R. Solomon

New York, New York

Judith Z. Steinberg

Washington, D.C.

Howard H. Stevenson

Boston, Massachusetts

Ms. Bernee D.L. Strom

Kirkland, Washington

Roselyne C. Swig

San Francisco, California

Susan H. Turben

Willoughby Hills, Ohio

Martin I. Zankel

San Francisco, California

NPR PRESIDENT’S COUNCIL

October 1, 2002 -

September 30, 2003

Susan Ascher and Paul Kalb

Washington, DC

Elizabeth Ballantine and Paul

Leavitt

McLean, VA

Judith Barnard and Michael

Fain

Aspen, CO

Ed and Gene Barth

Oklahoma City, OK

Hilary Bates

San Francisco, CA

Jim and Libby Beasley

West Palm Beach, FL

Robert and Nancy Berger

Los Angeles, CA

Madeline Berman

Southfield, MI

Norris and Debi Bishton

Pacific Palisades, CA

David Brody and Kimberly

Cameron Brody

Tiburon, CA

Melva Bucksbaum and

Raymond Learsy

New York, NY

Claire and Dan Carlevaro

San Francisco, CA

Barbara and Tom Christopher

Oak Brook, IL

Lois Pincus Cohn

Bloomfield Hills, MI

Doris and Howard Conant

Chicago, IL

Mark Cullen and Fiona Smythe

San Francisco, CA

Yogen & Peggy Dalal

Palo Alto, CA

John and Catherine Debs

Palo Alto, CA

Ruth Debs

San Francisco, CA

Strachan Donnelley

New York, NY

John and Yvette Dubinsky

St. Louis, MO

Robin and Lenny Eber

Kentfield, CA

Richard and Gail Elden

Chicago, IL

Carolyn Everett

New York, NY

Edith Everett

New York, NY

Michael Faber and Joan Shifrin

Washington, DC

Richard and Deborah Felder

Aspen, CO

Betsy and Rick Fijolek

Dallas, TX

Robert and Cheryl Fishko

New York, NY

Ed Forman and Jan Swanberg

Atherton, CA

Ellen and Philip Freidin

Coconut Grove, FL

John Friedman and Jean Gold

Friedman

Santa Monica, CA

Andrew and Bronya Galef

Los Angeles, CA

Gideon and Sarah Gartner

Aspen, CO

Lanny and Judith Gertler

Santa Monica, CA

Peggy Goldwyn

Beverly Hills, CA

Barbara and Gary Grant

Atlanta, GA

Ruth Greenberg

Los Angeles, CA

Agnes Gund and Daniel Shapiro

Corning Incorporated Foundation
 Corinna Cotsen and Lee Rosenbaum
 H.S. Dakin Company
 Joseph J. Deliso
 Lois De Domenico
 Deloitte & Touche
 Leslie and John Dorman

The Richard H. Driehaus Foundation
 Yvette and John Dubinsky
 Robin and Leonard Eber
 Gail and Richard Elden

Amitai Etzioni
 Tawna and John Farmer
 The Richard and Deborah Felder Foundation

Jeffrey Firestone
 Elizabeth and Robert J. Fisher
 Barbara and Fleck
 Nancy M. Folger
 Nancy and Gary Freedman
 Ellen and Philip Freidin
 Clayton Edward Frey

Jean Gold Friedman and John Friedman
 Funding Exchange
 Bronya and Andrew Galef
 Gideon Gartner
 Judith and Leonard Gertler
 J. Paul Getty Trust
 Peaches and Edward Gilbert
 Genevieve Ginsburg
 Patricia and David Giuliani
 The Samuel Goldberg & Sons Foundation

Mary and Bruce Goodman
 Ruth C. Greenberg
 Martha W. Griffin
 Sara and Ed Groark
 Audrey and Martin Gruss Foundation
 A G Foundaton
 Harlken Foundation
 Lund and James Hedges
 Shirley and Barnett Helzberg
 Paul H. Henkin
 The Hermes Foundation
 Walter Clay Hill Family Foundation
 Hill and Knowlton Worldwide Co.
 Peter Hirshberg
 Jane and Michael Horvitz
 John Brockway Huntington Foundation
 Susan and Joel Hyatt
 Valerie and Allen Hyman
 Kathy and Victor Hymes

Benjamin and Janice Isenberg
 Isenberg Family Charitable Trust
 Gary Jacobs
 Mary Jaffe
 Jewish Communal Fund
 Lael F. Johnson

The Lester E. Kabacoff Family Foundation
 Beth and Fred Karen
 Kartoian Family Foundation
 Jane and Jerry Katcher
 Kendall-Jackson Winery, Ltd.
 Kathleen Kennedy and Frank Marshall
 Jeffrey Kenner
 Robert G. Kerrigan
 Steven and Michele Kirsch Foundation
 Jane and Charles Klein
 The Estate of Alice J. Kling
 Patricia M. Kluge
 Laura and Leo Kornfeld
 Judith and Steve Krantz

A.R. Landsman Foundation, Inc.
 Natalie Lansburgh
 Robert C. Larson
 Evelyn and Leonard Lauder
 The Lautenberg Family Foundation
 Lynn and Ted Leonsis
 Martin H. Levin
 Laurence Levine
 Toby Lewis

Eli Lilly and Company
 Edmund Littlefield, Jr.
 Ernest G. Ludy
 Kay and James Mabie
 Jeanna Mathews

The Mayfield Fund Foundation at the
 Peninsula Community Foundation
 Patricia McClung and Allen Morgan
 Brooks McEwen and Joshua Brand
 Robert E. McGill Jr.
 Merlin Foundation
 Jacqueline Merrill and Jay Hughes
 Judith Brown Meyers and
 Michael L. Meyers

Barbara and James Moltz
 Sheila and James Mossman
 Larry Neeb
 Brooke and Daniel Neidich
 Judith Neisser
 Karen and John Nestor
 The John and Florence Newman
 Foundation
 Ruthann Nichols

Marilyn and Thomas Nielsen
 Nike, Inc.
 Northern Trust Company
 Eileen Norton
 Peter Norton Family Foundation
 Katherine L. Olson
 Barbara and Ken Oshman
 Norman and Mary Pattiz Foundation
 Barbara and Thomas Payne
 Carey and Dan Pearlman
 Carol and David Pensky
 Melinda and Tom Peters
 Pioneer Hi-Bred International
 Lois Pope
 Jim R. Porter
 Penny Pritzker and Bryan Traubert
 Debbie and Andrew Rachleff
 Françoise Rambach

Toni and Carl Randolph
 Jaya Rao
 Robert Rashkin
 Nancy and George Records
 Joseph Reiter
 Shawnelle Richie and Lyle Logan
 Cappy and Harold Rooks
 Susan and Elihu Rose Foundation
 Carol Rosofsky and Robert Litton
 William Rouhana
 Harry Saal
 Martha Sagon
 Nancy and Barry Sanders
 Mary and Patrick Scanlan
 Ina Schnell
 Segal-Davis Foundation, Inc.
 Lorraine Segil
 Shaklee Corporation
 Greg Shaw
 Joan Shifrin and Michael Faber
 Carla Emil and Rich Silverstein
 The Estate of Nora Smith
 Jane Smith Turner Foundation
 Fiona Smythe and Mark Cullen
 Babette Sobel
 Jean G. Spaulding
 Spencer Foundation
 Susan Stamberg
 Edward Stern
 Stolaroff Family Foundation
 The Sudikoff Family Foundation
 Sugahara Foundation
 Judith Sulzberger
 The Summit Foundation
 Sussman Family Foundation
 Lois Fisher Svitavsky Revocable Trust
 Jan Swanberg and Ed Forman

John Swift
 Ten Ten Foundation
 George & Louise Thornton Charitable
 Foundation
 Katie Tillman
 Ethel Timan
 Robyn and Jeffrey Timan
 Tobias Family Trust
 Lauree Berger Turman and
 Lawrence Turman
 Carolyn Turner
 Gene Valentine
 Verizon
 Charles H. Warner
 William S. Wasserman
 Karen and Les Weinstein
 Betty Weiss
 Weissberg Foundation
 The David and Sylvia Weisz Family
 Philanthropic Fund, Inc.
 Jovita and Lorenzo Williams
 The Winokur Family Foundation, Inc.
 Rawson L. Wood
 Jan and Edward Woods
 Jason Wright
 Alan and Irene Wurtzel
 Jean Wyman
 Margaret and Martin Zankel
 Ziffren, Brittenham, Branca & Fischer

GIFTS TO THE NPR ANNUAL FUND of \$1,000 or more for the period of January 1 - December 31, 2003

Foundation, Government and Individual \$3 million +
 The John D. and Catherine T. MacArthur Foundation*
 The David and Lucile Packard Foundation*
 The Wallace Foundation
 The Robert Wood Johnson Foundation*

\$1 million - \$2,999,999
 The Annenberg Foundation*
 Corporation for Public Broadcasting
 The Ford Foundation
 The William and Flora Hewlett Foundation

Ewing Marion Kauffman Foundation*

\$500,000 - \$999,999
 Anonymous (2)
 Carnegie Corporation of New York
 Bill & Melinda Gates Foundation*
 W.K. Kellogg Foundation*
 The Kresge Foundation
 The Pew Charitable Trusts*

\$250,000 - \$499,999
 The Horace W. Goldsmith Foundation
 William T. Grant Foundation
 The Henry J. Kaiser Family Foundation
 The Melville Charitable Trust
 Charles Stewart Mott Foundation*
 National Science Foundation
 Lois Pope Life Foundation
 Alfred P. Sloan Foundation *

\$100,000 - \$249,999
 The Annie E. Casey Foundation
 Geraldine R. Dodge Foundation
 Edlith and Henry Everett
 The Gruber Family Foundation
 George Gund Foundation
 The Joyce Foundation
 Lilly Endowment, Inc.
 Lumina Foundation for Education
 National Endowment for the Arts

\$50,000 - \$99,999
 Anonymous (1)
 The Argosy Foundation
 Freddie Mac Foundation
 Jewish Communal Fund
 The Bernard Osher Foundation
 The Retirement Research Foundation
 Tinker Foundation, Inc.
 Vanguard Charitable Trust
 Paul Weinberg
 The Norman & Rosita Winston
 Foundation, Inc.

\$25,000 - \$49,999
 AT&T Foundation
 The Bullitt Foundation
 Cogan Family Foundation
 The Dibern Fund
 Joseph Drown Foundation
 The Heckscher Foundation for Children
 Kahn Charitable Foundation
 Park Foundation, Inc.
 Pittway Charitable Foundation
 Helmut Wolfgang Schumann Foundation
 The Smart Family Foundation, Inc.

under \$24,999
 Anonymous (3)
 AKC Fund, Inc.
 Altenklingen Foundation
 Antioch Independence Fund of
 Charitable Gift Fund
 The Ayer Family Foundation
 Penelope and William Bardel
 Bo Barker
 Frank and Lydia Bergen Foundation

The William Bingham Foundation
 Helen M. Blasco
 Freya & Richard Block Family Foundation
 The Boston Foundation
 Malinda Pennoyer Chouinard
 The Community Foundation for the
 National Capital Region
 Roy E. Crummer Foundation
 Richard R. Cundall Family Fund of
 The Greater Cincinnati Foundation
 Andrew R. DeMar Family Foundation
 The Dick Family Foundation
 Jennifer Drake
 Alice and Leonard Dreyfuss Foundation
 JRS Dryfoos Charitable Lead Trust
 Ducommun and Gross Foundation
 The Richard Eaton Foundation, Inc.
 Amitai Etzioni
 R.S. Evans Foundation, Inc.
 Avery and Janet Fisher Foundation, Inc.
 Ruth Z. Fleishman Foundation
 J.S. Frank Foundation
 The Jack & Pauline Freeman
 Foundation, Inc.
 The Frelinghuysen Foundation
 Walter Henry Freygang Foundation
 Abraham Fuchsberg Family
 Foundation, Inc.
 Funding Exchange
 J.B. Fuqua Foundation
 Furth Family Foundation
 Nancy J. Gallinger
 GDS Legacy Foundation
 Fred Gellert Family Foundation
 Judith Gerson
 Good Works Foundation

The Gottlieb Family Foundation
 Kay Sprinkel Grace
 Calla and Ralph Guild
 Margaret A. Hamberg and Peter F. Brown

Mary W. Harriman Foundation
 Irving Harris Foundation
 Holborn Foundation
 Anita M. Hoyt Trust
 Hugo Neu Corporation
 Humans All Foundation
 JENNJOE Fund of the Community
 Foundation of NJ
 Don Knotts
 C.L.C. Kramer Foundation
 Pamela and Dick Kramlich
 Jan Krauss and Mark Brazill
 Jeanette and H. Peter Kriendler
 Charitable Trust
 Nixon E. Lauridsen
 The Leighty Foundation
 Leon Lowenstein Foundation, Inc.
 Anne Mallonee

S. Edward Marder
 Alfred, Lee & Peter Mayer Foundation
 Estate of Patrick J. McMahon
 The Middle Passage Foundation
 Rebecca and Michael Murray
 The New York Community Trust
 Susan and Lynn Orr
 JaMel and Thomas Perkins
 Lisa and John Pritzker
 Jaya Rao
 Ritter Foundation
 Robbins Family Fund
 Toni and Arthur Rock
 Blandina Rojek Charitable Lead Trust
 SBC Foundation
 Susan Scharf and Steve Ross
 W. Ford Schumann Foundation
 John A. Sellon Charitable Residual Trust
 Denise Selz
 Jeffrey Michael Seretan
 Caroline N. Sidnam
 David Bruce Smith Foundation
 Heidi and Pete Spencer
 Spierer-Leitzer Family Fund of the Maine
 Community Foundation
 Penny and E. Roe Stamps
 Malan Strong
 Solon E. Summerfield Foundation, Inc.
 Thendara Foundation
 The Tou Foundation
 Caroline B. Tredway
 Jacqueline Valluzzo
 Van Brimer Family Foundation
 Gloria Vollmayer Trust
 The Shaw and Betty Walker Foundation
 Brenda Wehle and John Lynch
 Elaine and Alan Weiler
 WestWind Foundation
 Kamy Wicoff and Andrew Kassoy
 Stephen F. Wilder
 The Willits Foundation
 Judith and Gerald Wilson
 WJS Foundation, Inc.
 The Wyss Foundation

Corporatations and Associations \$1 million +
 Allianz Life
 TIAA-CREF

\$500,000 - \$999,999
 American Jewish World Service
 American Legacy Foundation
 Archer Daniels Midland Company
 Computer Associates
 Keane
 Microsoft
 Northwestern Mutual Foundation
 Office of National Drug Control Policy
 Procter & Gamble
 Radio Shack
 Raymond James Financial Services
 Smith Barney
 Subaru
 Sundance Channel
 White Wave

\$250,000 - \$499,999
 AARP
 ACE Limited
 Acura
 AirProducts
 American Century
 American Civil Liberties Union
 Americans for Balanced Energy Choices
 AstraZeneca
 Borders Group
 E*Trade Financial
 Enterprise Florida
 Fleishman-Hillard^
 Fox Searchlight Pictures
 Heartland Advisors
 Management Recruiters International
 Michigan Public Radio
 National Association of Realtors
 Novo Nordisk
 Oxford Analytica^

Starbucks
 Tom's of Maine
 Toyota
 Travelocity
 Warner Home Video

\$100,000 - \$249,999
 Administaff
 AAAS
 Atlantic Media Company
 Audible^
 Aveda
 BASF
 Buffalo Niagara Enterprise
 Cabot Cheese
 Calvert Group
 Citrix
 Discovery Networks
 EBSCO Information Services^
 The Economist
 Fairfax County Economic Development
 Authority
 Fairfield Farm Kitchens
 Gale^
 IDI
 Legato
 Liberty Mutual Group
 Pep Boys
 Sirius Satellite Radio
 Society for Human Resource
 Management
 Stonyfield Yogurt
 Thrivent Financial for Lutherans
 Universal Pictures
 The Vanguard Group
 Wellington Management Company
 Yahoo^
 ZS Associates^

\$50,000 - \$99,999
 A & E
 The Alliance for the Advancement of
 Non-Profit Health
 CityPass
 Cleveland Clinic
 Earth Share
 Solon E. Summerfield Foundation, Inc.
 Harper Collins
 Humane Society of the United States
 Hyatt Hotels
 Nissan Parts & Service
 Sempra Energy
 Sit4Less.com
 Surf Control
 University of Alabama - School of Law
 Windham Hill Records

under \$49,999
 America Recycles Day
 Audible
 Basic Books
 BBC America
 Colorado State University
 Daedalus Books & Music^
 Fox Point Limited
 GetActive Software^
 gophila.com
 Healthy Back.com
 Hugo Neu Corporation
 Human Rights Campaign
 Independent Film Channel
 Interstate Batteries
 Living Language
 Mack Avenue Records
 McMaster-Carr Supply Company
 MGM Home Entertainment
 Nixon Peabody^
 Ogletree Deakins^
 Oxford University Press
 PBS
 Princeton University Press



trees	22.68 trees saved
water	9,633.90 gallons saved
energy	13,055,222.92 BTU's saved
solid waste	1,022.12 lbs. not generated
greenhouse gases	1,997.60 lbs. not generated

Values were derived from information publicly available at :

- efee.gov/recycled/cal-index.htm
- efee.gov/recycled/calculat.htm

Public Affairs
 Random House
 Raytheon Charitable Giving
 The Recording Industries Music Performance Trust Funds^
 Schimmel Piano Company^
 Scholastic Inc.
 Sony Music
 Steinway & Sons^
 USA Networks
 V2 Records
 Warner Music Group
 WebEx
 World Reach
 Worldspan

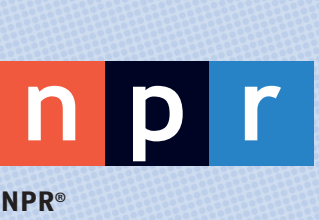
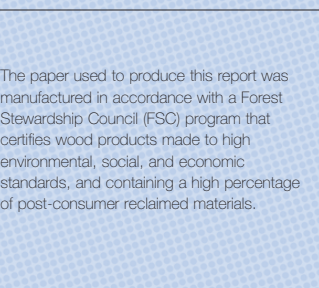
NPR thanks the hundreds of contributors who have made donations through their local Combined Federal Campaign.

NPR Legacy Society

The individuals listed below have included NPR in their estate planning.

Velma S. Andrews
 Candye Andrus, MD
 Stephanie Barko
 Deborah S. Barry
 Adrienne Brandriss
 Margaret Brennan
 Gary Bush
 Aaron Robert Cockroft
 Thomas S. Eggers
 Heather Flynn
 Robert Goldberg
 Daniel Greenberg and Susan
 Steinhauer
 Barbara Hall
 John A Herrmann, Jr.
 Eric C. Johnson and Kathleen
 Minadeo Johnson
 Susan B. King and Steve Glantz
 Charles Kissner and Caroline Orr-Kissner
 Ruth S. and Russell Kletzing
 Kevin Klose
 Cynthia Muss Lawrence
 Barbara S. Linhart
 Stuart and Susan Lucas
 James Marsh
 Elizabeth D. Marx
 Ken and Mary Jo Miller
 Jean Muirhead
 Roger B. Orloff
 Tom C. and Melinda J. Peters
 Mark and Josephine Polakoff
 Raymond and Judith Pulley
 Dr. Jeffrey S. Rapp
 Hugh W. Ripley
 Alison and Ken Ross
 Beth Salerno and Tod Ramseyer
 Fred Schenk
 Stephen Mark Seewer
 William and Christa Shackelford
 Don Y. Sheldon
 Ernest B. and Ellen M. Skuta
 David Christopher Snow
 Byron R. and Kathleen Stephenson
 Dr. and Mrs. Ronald B. Swanson
 Donald Szeszycki
 Betty K. Tonsing, Ph.D.
 Bari Watkins
 Mark Wheeler and Cynthia Johnson
 Peggy J. Williams
 Danae Loran Willson
 Victoria J. York

* Multi Year Grants
 ^ In-Kind
 †Deceased



NPR®
 635 Massachusetts Avenue, NW
 Washington, DC 20001

Visit us on the Web at **npr.org**