



2004

# ANNUAL REPORT

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.

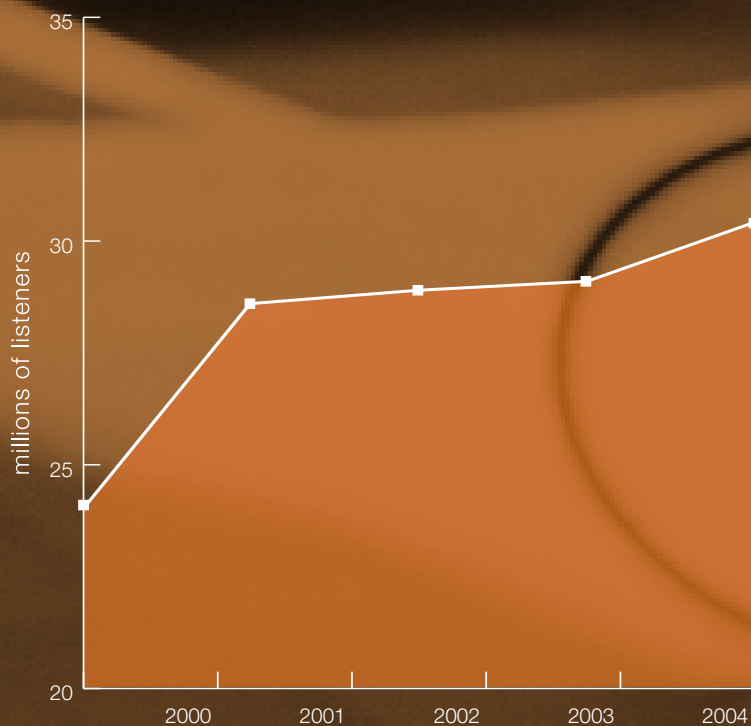
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## AUDIENCES SOAR FOR NPR PROGRAMMING



IN 2004, NPR AUDIENCE REACHED AN ALL-TIME HIGH AS MORE THAN 26 MILLION LISTENERS chose NPR programming every week. NPR's dramatic audience growth reflects its role as a primary provider of news, information and entertainment, and a dominant force in American life.

NPR member stations are recognized as vital sources for public dialogue in their communities. One in seven adults aged 25 or older and almost three in 10 college graduates listen to NPR member stations. Transcending demographics, the listenership also demonstrates that member stations have retained audience they gained during significant news events such as 9/11, the Iraq war and the 2000 and 2004 Presidential elections. Additionally, member stations increased their audience to another record high in 2004, reaching 30 million listeners a week.

NPR.org also experienced meteoric growth in 2004. The average number of monthly unique visitors to the website increased to about 5 million in fourth quarter 2004, doubling from the same period the previous year.

\* IBM SurfAid Analytics

# THE IRAQ WAR

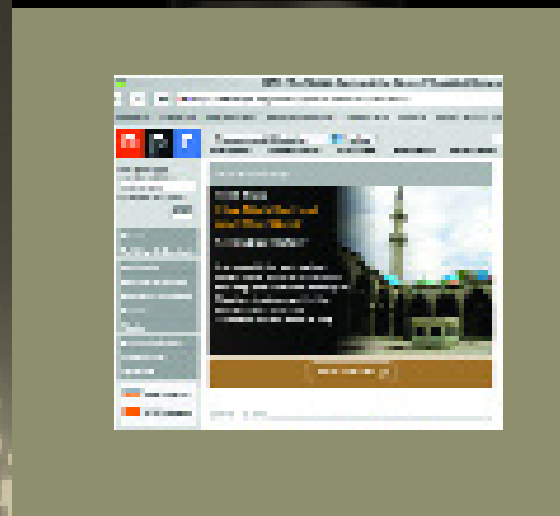
MILLIONS RELIED UPON NPR FOR INSIGHT INTO THE CONFLICT IN IRAQ AND THE IMPACT OF WAR ON our nation and the world. Throughout its broadcasts and online, NPR responded with storytelling that was direct, strong and personal, bringing depth, breadth and humanity to this pivotal issue.

NPR journalists, including Anne Garrels, Ivan Watson, Deb Amos, Lourdes Garcia-Navarro, Emily Harris, Peter Kenyon, Phil Reeves, Eric Westervelt, and Mike Shuster, risked personal safety to bring listeners to the front lines of the story. Their powerful narratives and interview with Iraqis, American soldiers, aid workers and others directly involved in the conflict provided depth, specificity, perspective and humanity to a complex subject. Our ongoing coverage of Iraq earned NPR two of journalism's top honors: the George Foster Peabody Award, which recognized NPR's coverage for its "insight, rigor and narrative balance" and an Alfred I. duPont — Columbia University Silver Baton.

NPR's examination of the conflict extended beyond Iraqi borders. In an exclusive investigation following months of research, Daniel Zwerdling reported on harsh conditions in U.S. prisons experienced by non-citizens detained by the Department of Homeland Security. Within days after the broadcasts, the Department banned the use of dogs around detainees and prison officials began discipline proceedings against guards. The investigation was honored with the Robert F. Kennedy national radio reporting award, an Investigative Reporters & Editors radio award and the Radio-Television News Directors Association's Edward R. Murrow Award for investigative reporting.

"When it's not the thud of mortars or grenades, there's the constant buzz of a Dragon Eye pilotless airplane hovering overhead as its video cameras beam real time images back to the base. On the ground, there's no time to think about the big picture. Corporal Jason Hampton says the units know only what's happening a block or two away, and that's about it."

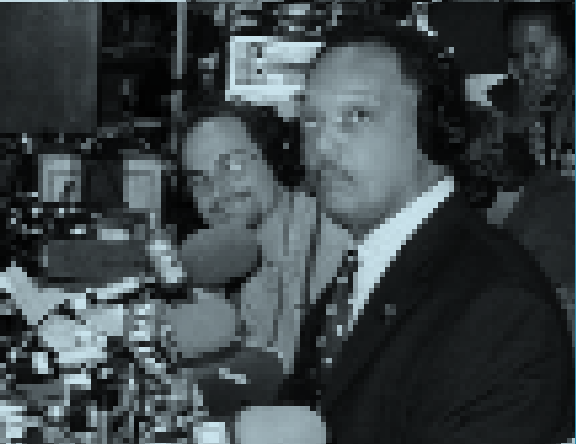
— Anne Garrels, *All Things Considered*, November 11, 2004



From top: NPR diplomatic correspondent and roving foreign correspondent Mike Shuster on assignment. • A scene from a U.S. Base in Iraq. • The Peabody Award, one of several honors presented to NPR for coverage of Iraq. • On the Web, npr.org offered a unique forum for expanded analysis on Iraq, photo galleries, and interviews. • News managing editor Bill Marimow with correspondent Daniel Zwerdling. • Background image: Baghdad during 2003.



# THE 2004 ELECTIONS



FROM EXCLUSIVE BROADCASTS TO HEADLINE-MAKING INTERVIEWS, NPR offered citizens comprehensive coverage of the 2004 elections and encouraged a national dialogue about our nation's political future.

NPR election coverage began early in the year when NPR News and NPR member station WOI co-sponsored a two-hour debate in Des Moines with Democratic presidential candidates. Anchored by *Talk of the Nation* host Neal Conan, the broadcast broke ground as the first radio-only debate for a general or primary presidential election since 1948. Its unique approach won praise from many of the candidates as well as widespread recognition by the media.

NPR offered live broadcasts of both major parties' nominating conventions during the summer, anchored by senior correspondent Linda Wertheimer. She later joined Robert Siegel to host in-depth live NPR News coverage of all three Presidential debates and the Vice Presidential debate.

NPR extended its public service to the Internet, using NPR.org as a platform for exclusive interactive features and extended interviews exploring the elections. The new online "Campaign Diaries" offered first-hand accounts of the path to November from voters throughout the country, campaign workers, volunteers and others. NPR.org also hosted four online chats timed to the debates. The website's coverage of the candidates' positions on important issues was one of NPR.org's most popular features during 2004.

NPR live coverage on Election Day spanned the evening as well as the people and issues. The broadcast began with hosts Robert Siegel and Linda Wertheimer anchoring reports and discussion ranging from polling data to the political divide. Later, Jennifer Ludden and Frank Stasio joined as hosts until 5 a.m., when *Morning Edition* reported the breaking news that President George W. Bush had been reelected. Neal Conan served as anchor for four more hours of special coverage, capturing the event's key speeches as well as powerful listener discussion engaging callers from around the world.

From top: Presidential hopefuls Dick Gephardt and John Kerry prepare for NPR's live Des Moines Democratic debate. • NPR correspondent and host of *Justice Talking* Margo Adler with associate producer Anne Hawke using a satellite phone to report on protests following the RNC in Central Park. • Supervising senior Washington editor Ron Elving at the microphone during the DNC. • Presidential hopeful Jesse Jackson at the DNC. • Senior Producer Jim Wildman and political editor Ken Rudin on the floor at the RNC. • Capitol Hill reporter Andrea Seabrook interviews a delegate at the RNC.

Online, NPR presented a wealth of interactive features, series, and extended interviews related to the elections. A special feature of our coverage, short online segments called “Campaign Diaries,” offered first-hand accounts from passionate volunteers, professional campaign workers, typical voters, and election bystanders. NPR.org also hosted four online chats tied to the debates. Our online coverage of the candidates’ positions on important issues was one of the most popular features on the site during 2004.

On Election Day, NPR offered live coverage as the polls closed with hosts Robert Siegel and Linda Wertheimer anchoring reports and discussion ranging from polling data to the political divide. Later that night, NPR’s Jennifer Ludden and Frank Stasio picked up the live coverage, carrying listeners through until 5 a.m., when Morning Edition offered listeners the breaking news that President Bush had been reelected, and later offered listeners Kerry’s concession speech. Neal Conan anchored the next four hours of our special coverage, which brought speeches from Bush and Kerry, a powerful discussion of morals in the political arena, and engaged callers from around the world.

From post-debate analysis to exclusive interviews, NPR covered the issues, individuals, and events of the election year with NPR’s signature depth and breadth, supporting and encouraging a national conversation about our shared political future.

"Tens of thousands of people have converged on the city this week: the GOP leadership, convention delegates, lots of journalists and also protesters. They bring different, sometimes conflicting hopes for the next four days. In this segment of the program, we'll hear some of what the different groups assembled in and around Madison Square Garden would like to see happen here."

— Robert Siegel, August 30, 2004

From left: Legal affairs correspondent Nina Totenberg reviews notes with a colleague during NPR’s election night coverage from Studio 4A. • NPR’s David Nogueras and Gemma Hooley record incoming election results. • Online, NPR offered expanded election coverage and immediate election returns. • NPR staff members monitor election news feeds in Studio 4A.



## GROWTH OF MORNING EDITION



MORNING  
EDITION  
ANNIVERSARY

IN 2004, FOLLOWING EXTENSIVE RESEARCH AND CONSULTATION WITH MEMBER STATIONS, NPR launched the next chapter in the history of *Morning Edition*, the most listened-to morning program in radio.

Seeking to better serve audiences in all time zones and to tap into its rich newsgathering resources, NPR created a two-host format with longtime, respected NPR journalists Renee Montagne and Steve Inskeep. With Inskeep based at *Morning Edition*'s historic Washington, D.C. studio and Montagne hosting from NPR West in Los Angeles, the program embraced a broader national perspective. *Morning Edition* also introduced deeper reporting, an expanded scope of interviews and new on —location reporting opportunities for its hosts.

Among these special reports, Montagne traveled to Afghanistan for a month-long series on preparations for that country's historic presidential election. Her work brought to listeners the rarely-heard voices of the women of Kandahar as they prepared to exercise their right to vote, the mullahs organized to support the new government and a famous warlord determined to maintain his power. Both Inskeep and Montagne examined the Presidential race in the studio and in the field, including the key swing states of Wisconsin, Pennsylvania and Ohio.

The program's expanded commitment to interviews included one-on-ones with such newsmakers as California Governor Arnold Schwarzenegger, reinforcing *Morning Edition*'s focus on the West Coast; Donald Rumsfeld; Tom Ridge, and John Kerry on the campaign trail. As part of *Morning Edition*'s enhanced arts coverage, Montagne spoke with poet Sylvia Plath's daughter and Inskeep interviewed performers Bob Dylan and Diana Krall, among others

In November, *Morning Edition* marked its 25th anniversary.

From left: The Chili Queens circa 1933, from the special series "Hidden Kitchens" • Marked by the NPR West sign, our West Coast facilities are home to *Morning Edition* host Renee Montagne. • "StoryCorps," produced by David Isay and SoundPortraits Productions, offers *Morning Edition* listeners the unique stories of everyday individuals, who record them in mobile recording booths like this one in Grand Central Station in New York. • Listeners look to [npr.org](http://npr.org) to learn more about *Morning Edition* and to listen to segments they may have missed. • Host Steve Inskeep • Renee Montagne on assignment in Afghanistan, north of Kabul • Background image: Renee Montagne and Steve Inskeep








"As audiences continue to surge, *Morning Edition* continually pushes to be an even stronger, more listener directed program."



A group of young boys, some in school uniforms, are walking through a crowd. The scene is set outdoors, possibly at a school event. The image has a warm, reddish-brown tint.

LONGFORM REPORTS, INVESTIGATIONS AND series are trademark elements of NPR News, adding insight, depth and unique perspective to current news and issues.

Marking the 50th anniversary of *Brown vs the Board of Education*, NPR devoted a series of reports exploring the landmark Supreme Court case. The series began with a compelling examination into how the Court arrived at its decision. Over the following months, NPR explored its lasting impact – where the ruling has brought long-lasting changes and where it has not.

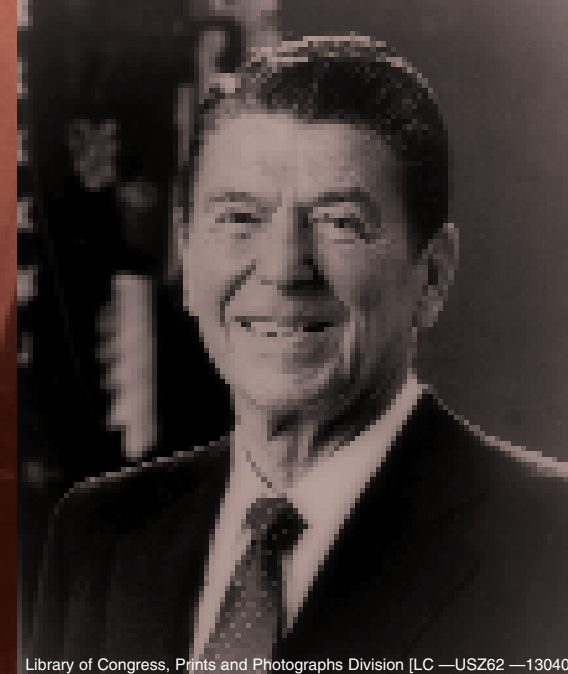
In March, Nina Totenberg became the only broadcast journalist granted advance access to the entire collection of Supreme Court Justice Harry Blackmun's files, which were sealed after his death. Analyzing 1576 boxes of papers and 38 hours of videotape, Totenberg provided a revealing 10-part series bringing to light the human side of the Court and how the justices struggled with some of the most controversial legal issues in American history.

" A woman, 26 years old, sits behind a sewing machine on a Shanghai factory floor. Around her, 200 other women are doing the same thing....Like a scene from a Dickens' novel, this is the industrial revolution come to China. Multiply this factory by thousands upon thousands and you see the start of the transformation of a country spreading out from the coast like dye dripped upon a piece of cloth."

— Rob Gifford, "On the Road in China" NPR Series, August 2, 2004

Beijing Correspondent Rob Gifford travelled throughout China by taxi, bus and hitchhiking for a seven-part series chronicling the sweeping changes in that country. Beginning in the booming city of Shanghai and continuing on a journey leading to the western Gobi Desert, Gifford brought to life the problems, challenges and opportunities facing the Chinese people.

More than a year in production, the five-part "Mandela: An Audio History" wove together the story of Nelson Mandela and the struggle against apartheid through secret recordings, rare audio and pirate radio broadcasts. From award-winning independent producer Radio Diaries Productions and culled from 150 hours of interviews and archival recordings, the series marked the 10th anniversary of South Africa's first democratic election.



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**NEWS & NOTES MAKES ITS PREMIERE**

*NEWS & NOTES* host/correspondent Farai Chideya has had a distinctive career in broadcast journalism, including work with ABC News, CNN, MTV, Oxygen, and Newsweek magazine. She is also the author of three books, including the recent *Trust: Reaching the One Hundred Million Missing Voters*.

**NEWS & NOTES**  
WITH ED GORDON

IN DECEMBER, NPR announced the debut of the newsmagazine *News & Notes* with Ed Gordon, a collaboration between NPR, the Emmy-winning broadcast journalist and a consortium of NPR stations serving predominantly African-American audiences.

The daily one-hour program explores today's headlines, topical issues and trends from an African-American perspective, mixing newsmaker interview, in-depth features and a lively roundtable debate between leading experts and journalists.

The wide-ranging subjects cover national and global issues, the law, family, culture, the arts, education and business. A winner of Emmy and NAACP Image Awards, *News & Notes* host Gordon is well-known to audiences as a journalist and interviewer for BET, CBS and NBC. Host/correspondent Farai Chideya is a journalist who has worked at ABC, CNN, MTV and Newsweek, and is the author of three books.



# NPR MAKES MAJOR INVESTMENT IN NEWSGATHERING COMMITMENT

Against the changing media landscape, sources for careful, in depth presentations have diminished. Public radio is playing an increasingly vital role in filling this critical void.

IN 2004, NPR ANNOUNCED A MAJOR THREE-YEAR, \$15 MILLION INITIATIVE TO EXPAND OUR breaking news capabilities and to deepen our capacity for in —depth and investigative reporting.

With 35 offices and bureaus in major cities throughout the U.S. and around the world— along with a powerful network of journalists at member stations— NPR has positioned itself as premier news provider. This new investment builds on that solid foundation with the creation of new domestic and international bureaus as well as the addition of new beats. Under this strategy, new areas of coverage will include technology; police, prisons and law enforcement; media; labor and workplace issues; international business and economics; the environment, and a national security beat to focus on intelligence matters.

Affirming our dedication to coverage of under —reported regions, NPR expanded its international presence in 2004 to include a bureau in Hanoi, staffed by longtime NPR News correspondent Michael Sullivan. The bureau covers such regions as Indonesia, Thailand, The Philippines and Sullivan's base, Vietnam.

Along with the growth of its News Division, NPR has committed to collaborating with member stations on initiatives to enhance and expand coverage on matters of local importance. Against the changing media landscape, sources for careful, in —depth presentations of local information have diminished and public radio is playing an increasingly vital role in filling this critical void.

To broaden and diversify the next generation of public radio journalists, NPR announced it August the creation of The Kroc Fellowship Program, a training and work experience initiative designed to attract “the best of the best” to the public radio news system.

With on —the —scene immediacy and direct access to the issues of the West, NPR continues to offer the nation unique insights into the region and its pivotal role in shaping our national agenda.

Reporter Anthony Kuhn, who covers the U.K. and northern Europe for NPR, in the London bureau. • NPR opened a new bureau in Hanoi in 2004. • Foreign correspondent Jason Beaubien in Chad, working by headlamp, reporting on refugees from Darfur. • On npr.org, visitors explored a wealth of resources and background information and audio tied to NPR's special features. • Roseanne Pereira, Douglas Hopper, and Diane Geng, NPR's first Kroc Fellows. • Foreign correspondent Michael Sullivan reporting on wildlife trade in Southeast Asia from Thailand's Kaeng Krachen National Park. The piece was part of the NPR/National Geographic Society *Radio Expeditions* series.



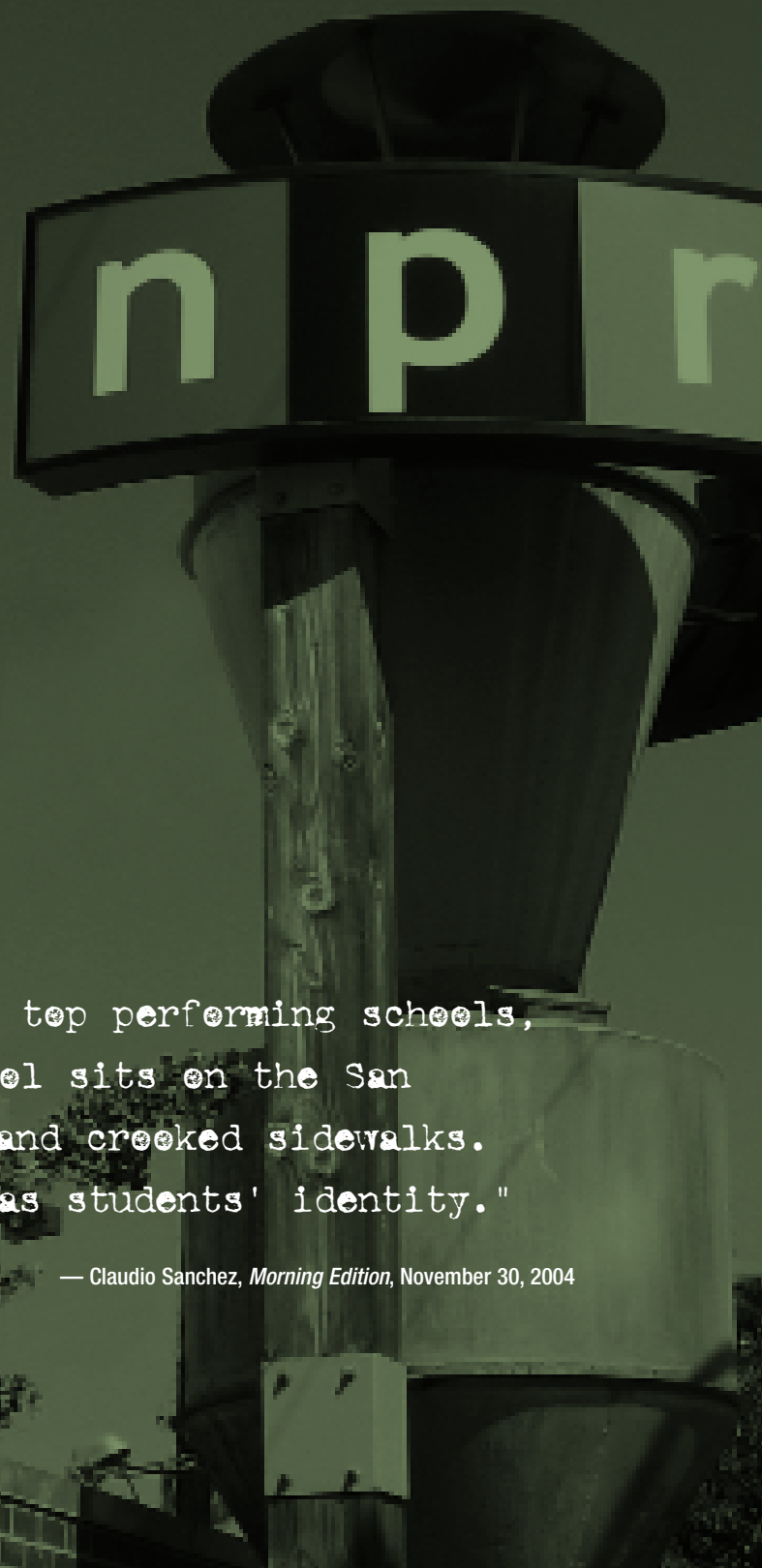


photo from "Fire in the Morning" collection, Yolanda Alvarez

## EXPANSION OF WEST COAST COVERAGE

"Mission San Jose High School is one of California's top performing schools, although the campus isn't much to look at. The school sits on the San Andreas Fault, which explains the cracked pavement and crooked sidewalks. Nothing on this campus, though, seems as fractured as students' identity."

— Claudio Sanchez, *Morning Edition*, November 30, 2004





From left: California Governor Arnold Schwarzenegger with a sound engineer and *Morning Edition* host Renee Montagne. • Alex Chadwick, Host of *Day to Day*, the first NPR production to originate from NPR West. • NPR education correspondent Claudio Sanchez examined desegregation movements that opened white schools to Mexican Americans in 1947, resulting in integrated classrooms such as this one in El Modena, California. • NPR West correspondent Ina Jaffe. • Supervising Senior Editor of *All Things Considered* Steven Drummond and Claudio Sanchez. • Online, npr.org offered new insights into the people and places of the West. • Reporter Carrie Kahn at NPR West. • Background image: NPR West

THE OPENING OF THE NPR WEST PRODUCTION FACILITY IN LOS ANGELES HAS BEEN INSTRUMENTAL IN supporting NPR's commitment to expanded coverage of the news and issues emerging from the West Coast and its pivotal role in shaping our national agenda.

On average, NPR has increased the number of Western story by approximately 50 percent; between August 2003 and April 2004, NPR brought listeners more than 750 reports on such topics as the environment, healthcare, immigration and education.

One of the most prominent stories was the unprecedented Fall 2004 recall campaign against California Governor Gray Davis and the election of Arnold Schwarzenegger, which NPR chronicled extensively.

Throughout 2004, NPR brought listeners insight into the West Coast. Ina Jaffe and Carrie Kahn explored the dramatic changes underway in Southern California's booming Inland Empire region, with subdivisions replacing traditional ranches, development projects exhausting agrarian lands and rampant population growth affecting the area's vital waterways. On *All Things Considered*, Jaffe and Claudio Sanchez examined the state of school segregation in California through Latino high schools in Los Angeles, a San Fernando Valley magnet school's minority recruitment and San Francisco's integration processes. Noah Adams examined the backgrounds and occupations of low —wage workers in Los Angeles.

During the historic opening season of the Los Angeles' Walt Disney Concert Hall, listeners turned to NPR to hear the performances and perspectives of the artists who took to the stage, including three live opening concerts by the Los Angeles Philharmonic.



From top: *Performance Today* host Fred Child with YoYo Ma. • NPR's commitment to quality music takes many forms, from its radio programming, to featuring artists and music on our newsmagazines, to the eclectic Web music show *All Songs Considered*, to CDs like "I heard it on NPR", to the 24 -hour classical music stream CPRN. • NPR Music takes listeners backstage at the world's finest stages and gives them a seat during insightful interviews with musicians.

## NPR MUSIC SOARS

NPR CONTINUES TO OFFERS MUSIC LOVERS A WIDE-RANGING slate of performance programs and front-row seats at some of the world's most extraordinary stages.

In January, NPR launched *Creators at Carnegie*, a monthly series of broadcasts from Zankel Hall, Carnegie Hall's resurrected "third stage." From Pulitzer Prize winner John Adams; to singer-songwriters Randy Newman, Emmylou Harris and Steve Earle; to jazz artist Bill Frissell, to Broadway musical theatre star Audra McDonald, the series continues to celebrate creative voices. Fred Child hosts with contributions from hosts at NPR stations including WNYC, WFUV, and WBGO.

*Performance Today* continues to connect with more than a million classical music fans each week. In 2004, *Performance Today* left the studio to broadcast from many of America's premier summer festivals. These stops included the fifth annual NPR Evening at the Aspen Music Festival and a 10-day residency at LaJolla Summer Fest in San Diego, with a live broadcast of the San Diego Symphony with San Diego member station KPBS.

NPR Music noted the passing of the American master Ray Charles with two one-hour specials. They included a live broadcast of the Ray Charles memorial service from the First AME Church in Los Angeles, featuring B.B. King, Willie Nelson, Stevie Wonder, Clint Eastwood, and the Reverend Jesse Jackson. Renee Montagne, host of *Morning Edition* and based at NPR West in Los Angeles, commentator John Ridley and *JazzSet* host Dee Dee Bridgewater served as anchors of the broadcast, which drew on NPR West's production resources. The funeral aired on NPR member stations around the country, NPR's channel on Sirius Satellite Radio and around the globe through NPR Worldwide.

Over the summer, *World of Opera* and member station WNYC teamed up to record and broadcast the first-ever performance by the New York Philharmonic of Leonard Bernstein's *Candide*. Marin Alsop led an all-star cast, featuring such Broadway stars as Patti LuPone and Kristen Chenoweth, in one of the most talked-about events of the New York musical theatre season.



IN 2004, JAZZ FANS ACROSS THE NATION CELEBRATED THE silver anniversary of *Marian McPartland's Piano Jazz*, now the longest -running network jazz program in history.

To launch the 25th anniversary season, the legendary performer appeared at the John F. Kennedy Center for the Performing Arts in Washington, D.C. with famed pianist-singer-songwriter Peter Cincotti.

Audiences tune in to the weekly hour with McPartland and her guests, where each unpredictable jazz session can offer solos, collaborations, reminiscences or straight talk about influences and musical style. For the host's special 85th birthday program, jazz

greats gathered to perform in "Marian McPartland's Birthday Bash from Birdland," carried on NPR stations. The special was honored with a Bronze World Medal at the International Radio Festivals Awards in New York.

In 2004, McPartland also achieved another milestone in her career: a Lifetime Achievement Trustees Grammy Award from the National Academy of Recording Arts and Sciences. The honor recognizes those in the music community who have made the greatest impact on our culture and honors legendary performers, cultural ambassadors and inspirational figures.

## NPR MUSIC MARKS MILESTONE FOR JAZZ SERIES

"Marian McPartland is known today as the host of the public radio program *Piano Jazz*. She started that program after decades of experience touring and recording jazz. Today, at the age of 87, the British born artist is a living link to generations of great musicians."

— Steve Inskeep, *Morning Edition*, February 21, 2005



LISTENERS KNOW THAT NPR IS A PLACE TO LEARN WHILE LAUGHING.

In 2004, *Wait Wait...Don't Tell Me!* continued to build fans with its wry combination of news knowledge, entertaining participants, lively audiences and intelligent humor. Every week, host Peter Sagal and Official Judge and Scorekeeper Carl Kasell, *Morning Edition's* newscaster (pictured) interact with a roster of panelists representing the best and brightest in the media, news and entertainment worlds. Following sold-out live shows in cities across the nation, *Wait Wait...Don't Tell Me!* announced it will create a permanent studio location at Chicago's Bank One Auditorium.

Wit and wisdom are also permanent elements of *Car Talk*, hosted by brothers Tom and Ray Magliozzi, aka Click and Clack the Tappet Brothers. From carburetor rumblings to relationship qualms, the hosts fearlessly tackle any issue put forward. The program's popularity reached an all-time high in 2004 with more than 4 million fans tuning in weekly.



NPR.ORG INVITES LISTENERS TO GO DEEPER AND LEARN more about the world.

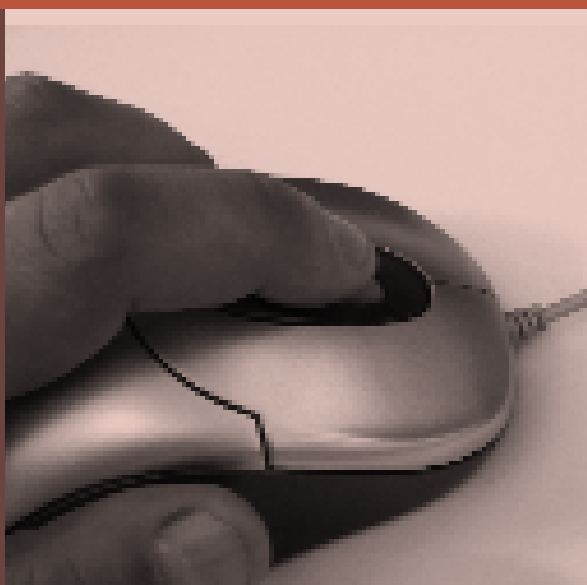
The website goes beyond the the stories, issues and people featured on NPR broadcasts by offering exclusive online content including original-to-Internet audio, photography and video. NPR.org provides streaming audio of NPR programming — allowing listeners to catch up on segments they might have missed — and access to NPR archives to add context to today’s stories.

In 2004, NPR.org was expanded with the addition of online-only features and series, which have been well-received by Internet users. They include “Watching Washington,” written by members of the NPR News Political Desk, and “Political Junkie,” written by NPR political editor Ken Rudin.

In July, NPR.org also launched free RSS feeds (Really Simple Syndication) from NPR and selected NPR member stations. Through a simple no-cost download, computer users can receive automatically-updated text headlines and news summaries, and be alerted when new content is available.

Go deeper, and discover more with NPR.org. Listeners from around the globe and across the nation come to NPR's Web site to enrich their NPR experience and expand their online horizons.

Through npr.org, NPR devotees can find thousands of hours of free audio, interactive features, opportunities to learn more about what they hear on the air, and even an online shop. The site's popularity continues to grow, drawing an average of 5 million unique visitors a month. During 2004, public radio devotees e —mailed more than 40,000 stories per month on average.



# NPR LEADERSHIP IN NEW TECHNOLOGY

NPR HAS PLAYED A LEADERSHIP ROLE WITHIN THE broadcasting industry in the development of digital audio technologies.

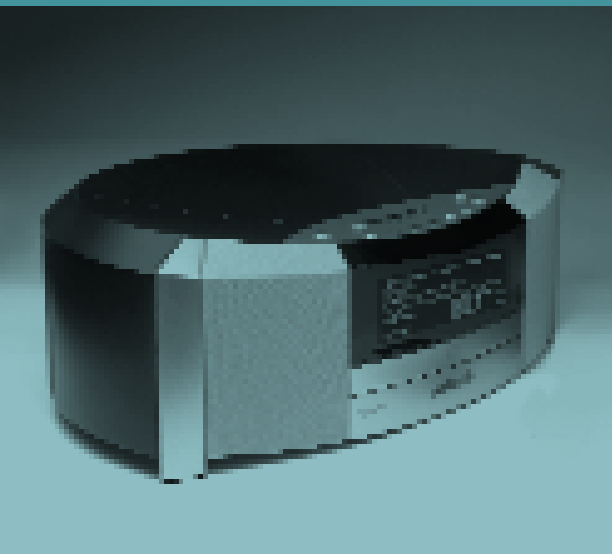
In 2004, after building the only noncommercial digital radio lab in the U.S., NPR engineers conducted groundbreaking research into the possibilities of digital HD Radio. Through these efforts, NPR educated the industry that HD Radio could provide local stations with two additional near-CD-quality channels, through their existing spectrums. This research has been vital in shaping the course of digital radio.

NPR continues to be an innovator in the active research, program content development and advocacy surrounding HD Radio. NPR is promoting the viability of digital radio to regulatory agencies and manufacturers, while providing technical support to local public radio stations undergoing conversion to multicasting. Also among NPR's activities is the creation of music format and other targeted channels for stations to carry.

"Digital radio is the biggest innovation in radio since Armstrong invented FM in 1933. Public radio looks at multicasting with HD Radio as more than just a new technology. It's a creative, cost effective way to extend our public service at a time when demand for public radio is greater than ever."

— Mike Starling, vice president for engineering and operations

From left: NPR board member Scott Hanley, NPR vice president for engineering and operations Mike Starling, Mike Bergman of the Kenwood Corporation, and Lucius Stone of Harris Corporation, at the 2004 Consumer Electronics Show, the public launch of our multicasting efforts. • In 2005, NPR will pursue a group buy of HD radio receivers such as this one. • NPR's station partners in the launch of multicasting on HD Radio included KJAZZ, WETA, KALW, and WNYC. Opposite page, from left: Victoria (last name here) from Vermont Public Radio, Vermont's only statewide public radio network and the #1 ranked public radio station in the country in terms of listeners per capita. • Artists perform for WPLN. • Background image: Musician Beck performs live for KCRW's trend —setting local music show Morning Becomes Eclectic.



# VITAL PARTNERSHIP WITH NPR STATIONS

UNIQUE, DISTINCTIVE, AND LOCAL: THE SOUND OF EACH NPR station is like no other.

Every day, more than 750 NPR stations blend national programming from NPR with locally-produced and acquired shows to create an audio mix designed to meet the specific needs and interests of their communities. In an age of media consolidation, this unparalleled public service allows local issues, local voices and local ideas to be heard.

In 2004, the NPR Board of Directors finalized a five-year strategic plan that builds on the partnership between NPR and the member stations. The plan affirms public radio's commitment to diversity, expands NPR News' presence on-air and online and supports investments in HD Radio, giving stations even greater opportunities for growth in programming and audience.

As a membership organization, NPR represents the mission of public radio and the unique needs and concerns of our member stations before policymakers and regulatory agencies. In every venue, NPR champions the fundamental value of NPR stations, which connect with their communities and inspire the public discourse that is the lifeblood of our democracy.



NPR, INC. IS AN INDEPENDENT NON-PROFIT organization whose annual funding comes from several sources:

- NPR member stations provide 50 percent of NPR's operating revenue in an average year. That revenue is in the form of programming fees and membership dues.
- Corporate sponsorships and foundation grants help to fund most of the balance. These contributions, however, are also the most vulnerable to fluctuations in the economy and global events, both of which have negatively affected NPR revenues in recent years.

We are happy to report that in Fiscal 2004, corporate sponsorships increased substantially, and Foundation funding has remained stable. A complete listing of corporate and foundation funders follows on page 24.

- The NPR Foundation, a non-profit subsidiary of NPR formed in 1993 to help build an endowment over the years and to help fund new initiatives at NPR on an annual basis, is assisted in its efforts by two important groups of individuals: the NPR Foundation Board of Trustees and the NPR Councils. The Foundation annually makes a contribution to NPR, Inc. that is funded by contributions from Trustees, Councils members, and revenue generated by NPR's endowment.

Drawn from throughout the country, the 55 individuals comprising the NPR Foundation Board of Trustees annually contribute funds to the Foundation, in addition to helping solicit other major gifts for NPR. Each Foundation Trustee also makes a major gift to one or more NPR member stations of his/her choice on an annual basis.

The members of the NPR Councils — a national support group formed in 2000 to broaden the base of support for NPR and to raise its visibility nationwide — annually contribute funds for new initiatives undertaken by NPR. Councils giving levels range from the President's Council at \$5000

through the Chairman's Council (\$10,000) to the Leadership Council (\$25,000 or more.) Many Council members also contribute to one or more NPR member stations of their choice.

- The federal government provides an annual average of less than two percent of NPR's budget, in the form of competitive grants from federally funded agencies such as the Corporation for Public Broadcasting, the National Endowment for the Arts and the National Science Foundation.

Finally, fiscal 2004 was an unusual year, due to the receipt of a bequest from the late Joan Kroc in the form of two gifts: \$35.5 million to NPR, Inc. for its reserves, and \$194.3 million to the NPR Foundation to establish a permanent endowment for National Public Radio. This endowment may never fall below its original dollar value. In order to protect that dollar value, the annual draw on the endowment will be very conservative, so the revenue generated from this endowment is expected to total less than 10 percent of NPR's annual budget. (In comparison, the Metropolitan Museum of Art funds 25 percent of its annual operating costs with endowment revenue, and Harvard University funds 30 percent of its annual costs.) Anticipating that operating costs will continue to rise, Foundation Trustees and staff will continue to work to build the endowment so that its revenue can help fund a larger percentage of NPR's annual budget.

NPR formed the NPR Legacy Society in 2002 to recognize those individuals who have informed us that they have included NPR or the NPR Foundation in their estate planning. A listing of Legacy Society members may be found on page 24.

#### What Do NPR Donors Fund?

Annual unrestricted contributions support NPR programming — programs such as *Morning Edition*, *All Things Considered*, *Talk of the Nation* and *Day to Day* — that present listeners with an insightful accounting of the major and minor issues affecting the lives of people everywhere.

**Donors make public radio possible. NPR gratefully acknowledges the generosity of our 2004 corporate, foundation, and individual donors."**

In addition, NPR music programs such as *Performance Today*, *World of Opera*, *Jazz Profiles* and the new online program *All Songs Considered* offer hours of thought-provoking listening enjoyment. Donors' unrestricted gifts provide NPR the flexibility to go where the stories are, to uncover emerging stories and to interview newsmakers and ordinary people alike — 24 hours a day, seven days a week.

NPR also seeks support for areas of coverage or new initiatives, as well as specific geographic areas. Donors with a strong interest in NPR coverage from “the other coast” may designate their support for NPR West, a production facility that NPR opened in Culver City, CA in 2002. The largest NPR facility outside of NPR Headquarters in D.C., NPR West is the production home for *Day to Day*, NPR's new mid-day show; the West Coast host of *Morning Edition*, Renee Montagne; *News & Notes*, as well as numerous NPR correspondents. Together, they enable NPR to reach out to an even broader world of news, events, and culture through new voices, different views, imaginative programming, and multimedia offerings.

Although donors may target their support for broad areas of coverage, NPR strives to maintain a definite separation between funders and its programming content, in order to protect the integrity of its product, and ensure that NPR, rather than donors, makes all editorial decisions.

#### **New NPR Member Station/NPR Collaborative Initiative for Major Gifts**

Recognizing the potential power of working together to raise major gifts, NPR and a number of its member stations convened a task force early in 2004 to explore ways in which NPR and Member Stations could pursue major gift fund raising collaboratively.

Out of that task force emerged a design for a collaborative fund-raising project that would raise major gifts to benefit both an NPR member

station and NPR at the same time. Six pilot projects, involving seven member stations, are currently underway:

KPBS – San Diego, CA  
KJZZ – KBAQ – Tempe, AZ  
WUSF – Tampa, FL  
KPLU and KUOW – Seattle, WA  
WYPR – Baltimore, MD  
KQED – San Francisco, CA

In addition, NPR has established relationships with other member stations to help facilitate mutually beneficial major gift fund-raising efforts. Donations acquired through these efforts are handled on a case-by-case basis.

#### **Recognizing Those Who Make It Possible**

NPR is pleased to recognize its donors in a number of ways: major donors receive invitations to the annual NPR Weekend in Washington and other regional events that give them an inside view of NPR, meeting with NPR hosts, correspondents, and members of senior management.

#### **NPR Also Provides On-Air Recognition for Leadership Donors**

In addition, NPR is pleased to offer specific naming opportunities for endowment of various spaces in its Washington, D.C. headquarters building, in NPR West and for special funds and initiatives or broad areas of coverage. All named gifts receive on-air acknowledgment, in accordance with NPR guidelines; physical spaces are also identified by a plaque naming the donor, and buildings are identified by inscription of name of individual or foundation making the gift.

NPR gratefully acknowledges the generosity of the corporate, foundation, and individual donors listed on the following pages.



Year ending September 30, 2004

**STATEMENT OF ACTIVITIES**

<b>Revenues</b>	
Membership dues	\$ 2,213,920
Station Programming Fees	58,462,931
Grants, Contributions & Sponsorships <sup>1</sup>	267,818,608
Net Release of Assets from Restrictions	9,638,725
Distribution Services	17,458,965
Other Revenues <sup>2</sup>	13,305,245
<b>Total Revenues</b>	<b>368,898,394</b>
<b>Expenses</b>	
News & Information	50,083,498
Distribution & Satellite System Replacement	17,912,259
Online	4,848,174
Member & Program Services	2,580,944
Engineering	13,919,029
Programming	9,811,165
Development <sup>3</sup>	3,988,842
Support Services	21,772,906
<b>Total Expenses</b>	<b>124,916,817</b>
<b>Change in Net Assets From Operation</b>	<b>243,981,577</b>
Unrealized gain on swap contracts	117,833
<b>Change in Net Assets</b>	<b>244,099,410</b>
<b>Net Assets, Beginning of Year</b>	<b>74,273,764</b>
<b>Net Assets, End of Year</b>	<b>\$ 318,373,174</b>

<sup>1</sup>Includes a one —time bequest of \$194.3M to the NPR Foundation Endowment and \$37.7M to NPR Inc.

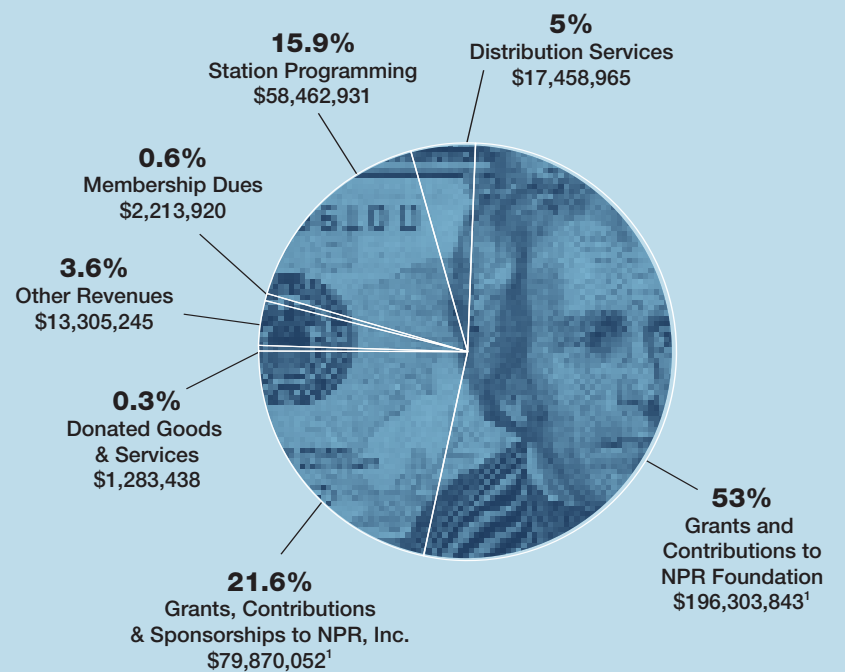
<sup>2</sup>Includes investment income and inventory sales

<sup>3</sup>Includes expenses for the NPR Foundation of \$678,516.

**STATEMENT OF FINANCIAL POSITION**

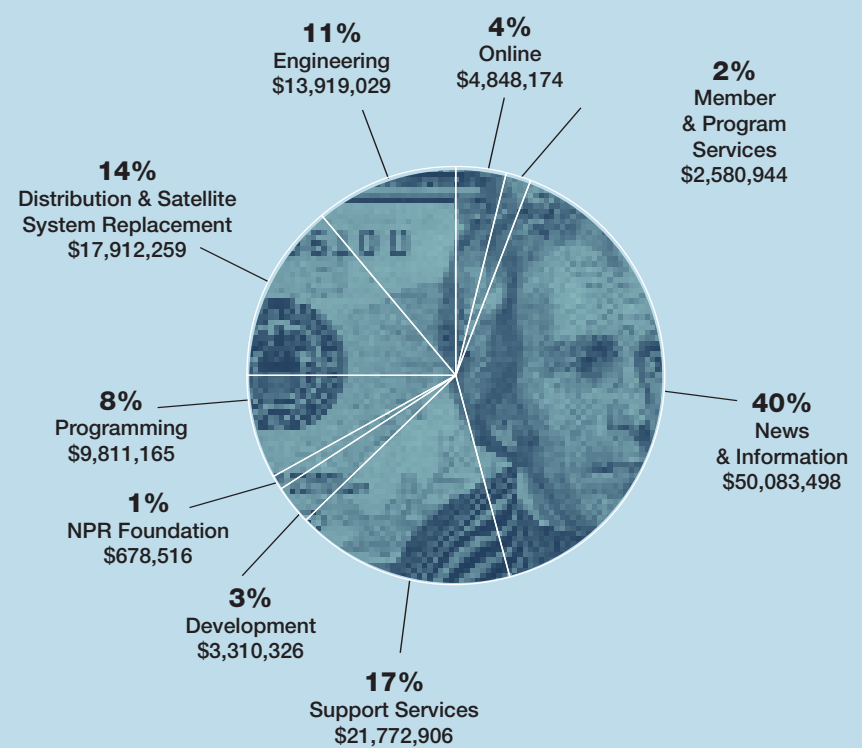
<b>Assets</b>	
<b>Current Assets</b>	
Cash and cash equivalents	\$ 11,315,334
Investments	21,782,498
Receivables	11,785,383
Prepaid and Other Assets	3,207,987
<b>Total Current Assets</b>	<b>48,091,202</b>
<b>Property and Equipment, NET</b>	<b>42,873,975</b>
<b>Other Assets</b>	
Long term investments	285,993,784
Long term receivables	14,486,037
Deferred financing costs	811,796
<b>Total Other Assets</b>	<b>301,291,617</b>
<b>Total Assets</b>	<b>\$ 392,256,794</b>
<b>Liabilities and Net Assets</b>	
<b>Current Liabilities</b>	
Accounts payable	\$ 3,948,142
Current portion of long term debt	1,200,000
Accrued Expenses	12,515,863
Accrued interest payable	171,687
Deferred revenues	6,982,846
<b>Total Current Liabilities</b>	<b>24,818,538</b>
Other accrued expenses, Long —term	1,400,000
Notes payable, Long —term	2,880,000
Bonds Payable, Long —Term	41,700,000
Interest Rate Swap Contracts	3,085,082
<b>Total Liabilities</b>	<b>73,883,620</b>
<b>Total Net Assets</b>	<b>318,373,174</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 392,256,794</b>

**Revenue FY 04  
Total \$368,898,394<sup>1</sup>**



<sup>1</sup>“Grants, Contributions & Sponsorships to NPR Inc.” includes a one —time bequest of \$37.7M. “Grants and Contributions to NPR Foundation” includes a one —time bequest of 194.3M to the NPR Endowment.

**Expenses FY 04  
Total \$124,916,817**



Source: National Public Radio, Inc. audited consolidated financial statements for the year ended September 30, 2004.



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Lois De Domenico Fund at The East  
Bay Community Foundation  
Joseph J. Deliso  
Deloitte & Touche  
Strachan Donnelly  
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Patricia Duff  
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The Lois and Richard  
England Foundation  
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Tawna and John Farmer  
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Besty and Richard Fijolek  
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Nancy and Gary Freedman  
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Peter H. Friedman  
Funding Exchange  
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Judith and Leonard Gertler  
J. Paul Getty Trust  
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& Sons Foundation  
Samuel Goldwyn Foundation  
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Audrey and Martin Gruss Foundation  
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Lund and James Hedges  
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The Hermes Foundation  
Walter Clay Hill Family Foundation  
Hill and Knowlton Worldwide Co.  
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Huntington Foundation  
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Kahn Charitable Foundation  
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The Estate of Alice J. Kling  
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The Lautenberg Family Foundation  
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Toby Lewis  
Eli Lilly and Company  
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Kay and James Mabie  
The Estate of John R. Mackie  
The Estate of Herbert F. Mann  
The Mayfield Fund Foundation at the  
Peninsula Community Foundation  
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Merlin Foundation  
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Sheila and James Mossman  
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Miriam Muscarolas  
Barbara L. Francis and  
Robert C. Musser  
Daniel Neidich  
Judith Neisser  
Maritza Linn and Michael Newcomb  
The John and Florence Newman  
Foundation  
Ruthann Nichols  
Marilyn and Thomas Nielsen  
Nike, Inc.  
Susan and Leonard Nimoy  
Northern Trust Company  
Peter Norton Family Foundation  
Eileen Norton  
Margaret E. O'Kane  
Katherine L. Olson  
Ken Oshman  
Norman and Mary Pattiz Foundation  
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Carey and Dan Pearlman  
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Pioneer Hi —Bred International  
Lyle Poncher  
Lois Pope Life Foundation  
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Francoise Rambach  
Toni and Carl Randolph  
Jaya Rao  
Raytheon Charitable Giving  
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Shawnelle Richie and Lyle Logan  
Richard K. Robbins  
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Cappy and Harold Rooks  
Susan and Elihu Rose Foundation  
Carol Rosofsky and Robert Lifton  
Harry Saal  
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Ellen and Richard Sandor  
Sara Lee Foundation  
Mary and Patrick Scanlan  
Ina Schnell  
The Paul D. Schurgot  
Foundation, Inc.  
Segal —Davis Foundation, Inc.  
Lorraine Segil  
Shaklee Corporation  
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Joan Shifrin and Michael Faber  
WJS Foundation, Inc.  
Jon and Mary Shirley Foundation  
Carla Emil and Rich Silverstein  
The Estate of Nora Smith  
Jane Smith Turner Foundation  
Fiona Smythe and Mark Cullen  
Babette Sobel  
Susan and P.J. Solomon  
Jean G. Spaulding  
Spencer Foundation  
Susan Stamberg  
Sharon and Fred Stein  
Edward Stern  
Stolaroff Foundation  
Andrea and Lubert Andrea Stryer  
The Sudikoff Family Foundation  
Sugahara Foundation

Judith Sulzberger  
 The Summit Foundation  
 Sussman Family Foundation  
 The Estate of Lois Fisher Svitavsky  
 Jan Swanberg and Ed Forman  
 John Swift  
 Rosalie Taubman  
 Ten Ten Foundation  
 George & Louise Thornton  
 Charitable Foundation  
 Ethel Timan  
 Robyn and Jeffrey Timan  
 Tobias Family Trust  
 Lauree Berger and Lawrence Turman  
 Gene Valentine  
 Verizon  
 The Estate and Trust of  
 Gloria Vollmayer  
 William S. Wasserman  
 Elaine and Alan Weiler  
 Les and Karen Weinstein  
 Weissberg Foundation  
 The David and Sylvia Weisz Family  
 Philanthropic Fund, Inc.  
 Jovita and Lorenzo Williams  
 The Estate of Marietta E. Williams  
 The Winokur Family Foundation, Inc.  
 William Rouhana  
 Diane R. Wolf  
 Judith and Edwin Wolf  
 Bernice Wollman and Warren Rubin  
 Rawson L. Wood  
 Jan and Edward Woods  
 Irene and Alan Wurtzel  
 Ziffren, Brittenham, Branca & Fischer

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 ANNUAL FUND OF \$1,000  
 OR MORE**

January 1 — December 31, 2004

**Foundation, Government,  
 and Individual**

**\$3 million +**  
 Corporation for Public Broadcasting•  
 The Robert Wood Johnson  
 Foundation•  
 The Estate of Joan B. Kroc  
 The John D. and Catherine T.  
 MacArthur Foundation•  
 The Wallace Foundation•

**\$1 million – \$2,999,999**  
 The Annenberg Foundation•  
 The William and Flora Hewlett  
 Foundation•  
 W.K. Kellogg Foundation•

**\$500,000 – \$999,999**  
 Bill & Melinda Gates Foundation•  
 Carnegie Corporation of New York•  
 The Ford Foundation  
 Ewing Marion Kauffman Foundation  
 The Kresge Foundation  
 National Science Foundation•  
 The Noyce Foundation•  
 The Pew Charitable Trusts•

**\$250,000 – \$499,999**  
 American Jewish World Service  
 The Horace W. Goldsmith  
 Foundation•  
 The Melville Charitable Trust  
 National Endowment for the Arts  
 Lois Pope Life Foundation  
 Alfred P. Sloan Foundation

**\$100,000 – \$249,999**  
 The Annie E. Casey Foundation  
 Geraldine R. Dodge Foundation  
 The Everett Foundation  
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 The Henry J. Kaiser Family Foundation  
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 Lumina Foundation for Education•  
 Charles Stewart Mott Foundation•  
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**\$50,000 – \$99,999**  
 Anonymous (1)  
 The Argosy Foundation  
 The Commonwealth Fund  
 Freddie Mac Foundation  
 George Gund Foundation•  
 Kahn Charitable Foundation  
 Rockefeller Brothers Fund  
 The Norman & Rosita Winston  
 Foundation, Inc.

**\$25,000 – \$49,999**  
 Anonymous (1)  
 The Commonwealth Fund  
 The Dibner Fund  
 Joseph Drown Foundation  
 Homeland Foundation  
 Pittway Charitable Foundation

**under \$24,999**  
 Anonymous (2)  
 AKC Fund, Inc.  
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 The Ayer Family Foundation  
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 The Bernheim Foundation, Inc.  
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 Margaret A. Hamberg and  
 Peter F. Brown  
 Florence V. Burden Foundation  
 Bruce and Martha Clinton  
 Cogan Family Foundation  
 Howard P. Colhoun Family Foundation  
 Council for International  
 Exchange Scholars  
 Adelaide and Dudley Coy  
 Roy E. Crummer Foundation  
 The Dick Family Foundation  
 Alice and Leonard Dreyfuss  
 Foundation  
 Ducommun and Gross Foundation  
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 R.S. Evans Foundation, Inc.  
 Avery and Janet Fisher  
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 Libbie and Guy Fitzwater  
 Walter Henry Freygang Foundation  
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 Adam Geballe  
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 The Gottlieb Family Foundation  
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 The David and Barbara B.  
 Hirschhorn Foundation, Inc.  
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 Miranda Leonard Foundation  
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 The Rodgers Family Foundation  
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 Residual Trust  
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 Solon E. Summerfield Foundation, Inc.  
 Thendara Foundation  
 The Tou Foundation  
 WestWind Foundation  
 The Willits Foundation  
 Judith and Gerald Wilson  
 Kaiesha N. Wright  
 The Wyss Foundation

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 Agilent Technologies  
 Allianz Life  
 Bryant College  
 Cargill  
 E & J Gallo  
 EchoMail^  
 Ford Motor Company  
 Hewlett —Packard Company  
 Honda  
 Keane  
 Microsoft  
 Northwestern Mutual Foundation  
 Novo Nordisk  
 Radio Shack  
 Smith Barney  
 Sodexo  
 Tazo Tea  
 Travelocity  
 UBS  
 VISA  
 Wal —Mart

**\$250,000 – \$499,999**  
 AARP  
 Acura  
 AIM Investments  
 The Aircast Foundation  
 Alzheimer's Association  
 American Civil Liberties Union  
 Archer Daniels Midland Company  
 BBC America  
 Citrix  
 Constellation Energy  
 Dux Bed  
 The Economist  
 Enterprise Florida  
 FastSigns  
 Fine Living  
 Fleishman —Hillard^  
 MGM Home Entertainment  
 National Association of Realtors  
 Novartis  
 Nuveen  
 Office of National Drug Control Policy  
 Prudential Financial  
 Raymond James Financial Services  
 Sit4Less.com  
 Starbucks  
 T. Rowe Price  
 Thrivent Financial for Lutherans  
 Toyota  
 UnumProvident  
 Warner Home Video

**\$100,000 – \$249,999**  
 Allstate  
 American Jewish World Service  
 AAAS  
 Barracuda Networks  
 BASF  
 Blue Note Records  
 Buffalo Niagara Enterprise  
 Calvert Group  
 Computer Associates  
 ConocoPhillips  
 Discovery Networks  
 EBSCO Information Services^  
 Enterasys  
 Equifax  
 Fairfax County Economic  
 Development Authority  
 GM  
 HBO  
 IDI  
 Lexus  
 Liberty Mutual Group  
 Lightlife Foods  
 National Geographic Society  
 Nissan Parts & Service  
 Pacific McGeorge Law School  
 ProQuest Information and Learning^  
 Prudential Retirement  
 Charles Schwab  
 Sirius Satellite Radio  
 Snowbird Ski & Summer Resort^  
 Society for Human Resource  
 Management  
 Sony Home Video  
 Stonyfield Yogurt  
 Grant Thornton  
 USAA  
 The Vanguard Group  
 Wellington Management Company  
 White Wave  
 Whole Foods Market  
 Windham Hill Records

**\$50,000 – \$99,999**  
 Affymetrix  
 AIMR  
 Bombardier Aerospace  
 CarFax  
 Century Cellar  
 CFA Institute  
 Daedalus Books & Music  
 Data  
 Elsevier  
 Fleishman —Hillard  
 Fox Searchlight Pictures  
 General Mills  
 Horizon Organic Dairy  
 Magellan  
 Network Solutions  
 Nike  
 Sempra Energy  
 Six Degrees Records  
 Sundance Channel  
 The National Academies  
 The Teaching Company  
 Time Warner Video  
 Universal Pictures  
 University of Alabama School of Law  
 Vermont Department of Tourism  
 & Marketing

**under \$49,999**  
 33rd Street Records  
 America's Charities  
 Americans for the Arts  
 Association of Fundraising  
 Professionals  
 Atlantic Records  
 ATO Records  
 Bank of America  
 Bank One^

Borders  
 Cars Helping Charities  
 Case Western Reserve University  
 Concord Records  
 Earth Share  
 Endless Pools  
 Amitai Etzioni  
 Filitt  
 Fox Point Limited  
 Gap  
 Genie  
 GetActive Software^  
 Harvard University Press  
 JustGive  
 Little Brown and Company  
 Magnolia Films  
 McMaster —Carr Supply Company  
 Microsoft Giving Campaign  
 Network for Good  
 NewsHour with Jim Lehrer  
 Oxford University Press^  
 PBS  
 Penguin Books  
 Princeton University Press  
 Random House  
 Raytheon Charitable Giving  
 RCA Music Group  
 Realty Executives of Denver  
 Rocky Mountain Institute  
 Schimmel Piano Company^  
 Sony Music  
 Steinway & Sons^  
 Time Inc., Time to Give Back  
 Campaign  
 Touchstone Pictures  
 University of California Press  
 USA Networks  
 Walden University  
 Warner Brothers Records  
 Warner Music Group  
 Women's eNews  
 World Reach

**NPR thanks the hundreds of contribu-  
 tors who have made donations  
 through their local Combined  
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- Multi Year Grants
- ^ In —Kind
- † Deceased

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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  
 Lee Catalano  
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 Cynthia Johnson  
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**ON  
 AIR**

**Environmental Benefits Statement**

The paper used to produce this report was manufactured in accordance with a Forest Stewardship Council (FSC) program that certifies wood products made to high environmental, social and economic standards, and containing a high percentage of post-consumer reclaimed materials.

This project used 1,974.00 pounds of 100% post-consumer paper manufactured by wind power.

**Savings derived from using post consumer recycled fiber in lieu of virgin fiber:**

- 23 trees not cut down
- 68.4 lbs. waterborne waste not created
- 10,062.07 water/wastewater flow saved
- 1,067.55 solid waste not generated
- 2,086.38 atmospheric emissions eliminated
- 1,067.55 lbs. solid waste not generated

**Savings derived from using a paper created from wind energy:**

- 294.98 lbs. air emissions not generated

**This amount of wind energy is equivalent to:**

- 1,096.56 cu. ft. natural gas
- 329 miles traveled in an average automobile
- 19.96 trees being planted



