

# At the Frontiers of the New Data Journalism



2015 ANNUAL REPORT



## Highlights of the Year at ProPublica

- **Impact:** Real change produced as a result of our journalism, from an abusive lender driven out of business to heightened vigilance for drug use in nursing homes, from more aggressive enforcement against housing discrimination to important limits on the use of physical restraints on school children.
- **Great stories:** Memorable journalism on critical areas ranging from patient safety and patient privacy to efforts to undermine the nation's workers' comp system, from management shortcomings at the American Red Cross to inequities in debt collection, from revealing shortcomings in rape investigations to exploding myths about the war on drugs—and much, much more.
- **Growing platform:** Considerable growth in our audience and publishing platform, with monthly average page views at 2.3 million, up 39% over 2014 and monthly average unique visitors at 960,000, up 43%, while our Twitter following ended the year over 412,000 up 23% and our cadre of Facebook fans stands above 124,000, up 32%.
- **Partnerships:** Work published exclusively with leading partners, including The New York Times, Washington Post, NPR News, The New Yorker, the Atlantic, PBS Frontline, This American Life, Politico, the BBC—and 26 others.
- **Award-winning:** Generous recognition from our peers, including ProPublica's first two Emmy Awards—for outstanding long-form investigative journalism and research, Online Journalism and Investigative Reporters and Editors Awards for innovation, the Robert F. Kennedy Journalism Award for new media, the Gerald Loeb Award for business commentary, the Hechinger Grand Prize for Distinguished Education Reporting, a Society for News Design Gold Medal and the PEN Center USA Award of Honor.
- **Analytic rigor:** Important advances in the sophistication of statistical analyses accompanying many of our major stories, and the development and refinement of “white papers” making this work transparent and comprehensible.
- **Business success:** Further steps toward sustainability, with our sixth straight year of operating surplus, the reduction of the proportion of funding from our founding donors to less than 24% even as we invested more resources than ever before in our journalism, had more than 3400 donors overall, and increased our reserves to more than \$5.5 million.



# At the Frontiers of the New Data Journalism

Innovative approaches are essential for ProPublica to succeed in our mission of producing stories that expose abuses of power and betrayals of public trust. Our newsroom's use of data — from analyzing and filtering raw records to creating cutting-edge visualizations and news applications that help readers make sense of it all — is one critical way we're expanding the frontiers of contemporary journalism. Our data research generated some of 2015's most game-changing investigations.

## Confirming Hard-to-Prove Suspicions

ProPublica's investigation of the nation's debt collection system is a powerful example. Reporter Paul Kiel had already been exploring this issue for more than a year, producing award-winning work that generated the first-ever national study of wage garnishment rates. But he wanted to dig deeper into the data.

Kiel suspected there was a difference in debt collection patterns between black and white communities. To test this theory, he and reporting fellow Annie Waldman requested court records on civil judgments from the highly segregated cities of St. Louis, Chicago and Newark. They went through more than half a million cases, geocoded every address and assigned each to a census tract. In all three regions, the correlation was clear: The heaviest use of collection lawsuits consistently overlapped with majority black neighborhoods. Even when adjusting for income, the rate of lawsuits was nearly double in predominately black areas than that of mostly white communities. After judgments, debtors in black neighborhoods were significantly more likely to have their wages garnished.

Our journalists put these findings in interactive databases of the three cities, illustrating the disparities. When Kiel spoke with the African-American mayor of the St. Louis suburb of Jennings (a single mother who had been sued over debt herself,



*Debt collection suits were shown to be more common in black communities than white ones. (Edwin Torres/ProPublica)*

and had her paycheck garnished), he showed her ProPublica's database. In Mayor Yolanda Fountain Henderson's small suburb, more than 4,500 collection lawsuits had been filed over the course of five years. Out of 16 homes on her own block, eight households had been sued. "They're just suing all of us," Henderson said in disbelief.

ProPublica didn't only highlight the problem; we offered potential solutions. In an accompanying sidebar to the story and database, we identified six



*For elective operations, like the one George Lynch underwent, a small share of surgeons accounted for about a quarter of complications. (Bryan Anselm for ProPublica)*

ways the debt collection system might be reformed. Two months later, Missouri Attorney General Chris Koster proposed a series of changes to state court rules, including a requirement for debt-buying companies to provide proof that they own a debt before they can sue a debtor, and measures to prevent companies from winning judgments when the statute of limitations on a debt has expired. “Earlier this year, ProPublica released a report that confirms what many consumer protection advocates have long suspected,” Koster said in a letter to the Missouri Supreme Court’s Commission on Racial and Ethnic Fairness. “The scope of this problem is vast, and there is a growing consensus that reform is desperately needed for our state court system.”

## Changing the Conversation

ProPublica’s data journalism in 2015 also ignited a national conversation on patient safety following our publication of Surgeon Scorecard in July. Spearheaded by reporter Marshall Allen and deputy data editor Olga Pierce, this groundbreaking tool compares the performance of nearly 17,000

surgeons by analyzing millions of Medicare claims records. It lets patients, for the first time, weigh the past performance of surgeons on eight common elective procedures, allowing them to make better decisions about their health care.

Our methodology, which accounts for factors such as patients’ health and age, was carefully designed in close consultation with surgeons and other leading experts. As we created Surgeon Scorecard, they repeatedly told us that medical errors — identified by one recent study as the third-leading cause of death in the U.S. — can and should happen far less frequently. They also told us that greater transparency about surgeons’ performance could help bring about that goal. Yet almost universally, hospitals fail to publicly report such data.

Taking the position that surgeons are ultimately responsible for the full range of care in an operation, and that patients would want to use data about a decision as consequential as choosing a surgeon, we disclosed what hospitals would not. Important stories emerged from the data. A small share of doctors, 11 percent, accounted for about a quarter of complications. Hundreds of surgeons across the country had rates double and triple the national average. And we found that it’s not the reputation or status of a hospital that matters most — when it comes to elective operations, it is much more important to pick the right surgeon.

While some in the surgical community have been critical of this tool, questioning the methodology and alleging that it unfairly tarnishes some doctors’ reputations, many others have praised it as a transformative step that will protect patients. “A key value of the ProPublica effort is that it has launched an important debate about how we assess and report surgical quality,” said Dr. Ashish Jha, professor at Harvard School of Public Health. “The old way — where all the information was privileged and known only among physicians — is gone. And it is not coming back.”

## Pushing Back on Conventional Wisdom

In collaboration with NPR's Howard Berkes, reporter Michael Grabell investigated how our nation's workers' compensation system is being dismantled, often at the behest of big business and insurance companies. Since 2013, 33 states have cut benefits to injured workers, created hurdles to getting care, or made it harder for workers with certain injuries to qualify for workers' comp at all.

Reporting on the ground in 16 states and the District of Columbia, Grabell and Berkes interviewed more than 200 injured workers, workers' comp lawyers, employers, lawmakers and others. The scope of these changes had attracted almost no national attention, as politicians passed laws under the banner of "reforms" that would provide cost savings while injured workers ostensibly remained protected.

Providing a much-needed fact check, ProPublica combed through laws in all 50 states since 2003 and built a first-ever database of the changes. We presented our findings in a news application showing the maximum compensation workers could receive for each body part in each jurisdiction. This revealed dramatic discrepancies between states in the benefits paid. For example, a lost arm is worth \$45,000 in workers' comp in Alabama, but more than \$740,000 over a lifetime in neighboring Georgia. A further story demonstrated that a move in some states to permit employers to opt-out of local systems was further hurting the very workers the system is supposedly designed to protect.

The stories prompted new legislation to raise benefits in Alabama. Ten members of Congress, citing ProPublica's investigation, urged the U.S. labor secretary to devise an oversight plan for state workers' comp programs. "The race to the bottom now appears to be nearly bottomless," the members of Congress wrote.

## Shining a Light on Wrongdoing

Over and over again in 2015, ProPublica reporters and editors examined and distilled massive data sets to help readers make sense of important issues. We worked with Department of Education data, which involved 2,000 variables for each of about 7,800 colleges, to build an interactive database



*Since 2013, 33 states have cut benefits to injured workers.  
(Matt Rota for ProPublica)*

showing readers the discounts colleges give to their least wealthy students and how much debt average students take on.

In our investigation with AL.com of an Alabama "chemical endangerment" statute that makes prenatal drug use a felony, reporters obtained records on every person prosecuted under the measure since 2006, sifting through more than 6,000 cases to identify nearly 500 women whose prosecutions were pregnancy related, in addition to polling every hospital in the state that delivers babies about their drug-testing policies.

We were also guided by shoe-leather reporting, knocking on doors to report on the mishandling of horrifying serial rape cases, abuse and neglect at a California group home for troubled children, the unsolved murder cases of five Vietnamese-American journalists, the failures of gun control advocates to address the causes of urban gun violence, and the willingness of New York City landlords to flout a law that gave them lucrative tax breaks in exchange for limits on rent increases and guarantees in worker pay.

Such stories have real power, and can make a difference in a democratic society. ProPublica's work in 2015 demonstrated again that some of the most significant opportunities for telling such stories lie at the intersection of data and reporting. We look forward to another year of finding important but hidden stories, and bringing them to light.



# Impact

The most important test of ProPublica is whether our work is having impact. By this, we mean not audience size or prizes, but real-world change. Examples of what we mean, and discussions of how we think about the subject of impact, can be found at <https://www.propublica.org/about/impact/>

- After our reporting in August on allegations of abuse and neglect at the Bayfront group home for troubled children in Long Beach, California, operators closed the facility in October. The following month, the state passed legislation to overhaul California's juvenile group home system with an accreditation process, new staff training, a requirement to serve children on a short-term basis, and a more rigorous oversight process from the state Department of Social Services.

- In October ProPublica published a story, with The Daily Beast, about a deal struck by a major coal company, Patriot Coal Corporation, that would have diverted \$18 million intended for the health insurance of 208 retired Indiana coal miners and their dependents to instead pay for lawyers and other costs dealing with Patriot Coal's bankruptcy. One week after the story ran, Patriot Coal announced that it was withdrawing their plan to strip retiree's benefits.

- In 2014, ProPublica, in partnership with the Washington Post, published stories on the business practices, and especially high-priced loans to active duty service personnel, of USA Discounters (since re-named USA Living). With the resulting congressional pressure and a change in Defense Department regulations, the company filed for bankruptcy protection in August and went out of business.

- After a ProPublica story, published in partnership with the Washington Post, charted the harm stemming from nursing homes' failure to monitor the administration of the blood thinner Coumadin, the federal agency responsible for nursing homes formally warned them in July to be on the lookout



*After our reporting on allegations of abuse and neglect, the Bayfront group home for troubled children was closed.  
(Kendrick Brinson for ProPublica)*

for such errors. In July, congressional leadership of the House Energy and Commerce Committee asked the Food and Drug Administration for details on how it monitors the safety of the blood thinner, writing that “the problems identified in the ProPublica report have prompted the committee to consider where there are any further actions FDA



*A ProPublica story highlighted overreach in an Alabama state law that makes it a felony for a pregnant woman to use drugs. (Rob Culpepper, special to ProPublica)*

---

could take to decrease the incidence and severity of adverse events.”

- New federal rules, promulgated in July in part in the wake of ProPublica reporting in 2012 on failures to enforce the Open Housing Act of 1968 (especially in and around northern cities), require local governments to use federal housing funds to reduce racial disparities—or pay penalties for failing to do so.
- A task force appointed by Alabama’s governor proposed substantial changes in a state law that makes it a felony for a pregnant woman to use

drugs, even when the drugs are legal and the child unharmed. A ProPublica story in September, published with AL.com, highlighted the disparities, overreach and other problems in enforcing the statute. Proposals under review include offering drug treatment to pregnant women instead of prosecution, as well as protections for women using legally prescribed drugs.

- Following our October story on racial disparities in debt collection lawsuits and wage garnishment (with a focus on the St. Louis area), Missouri Attorney General Chris Koster proposed changes to address issues ProPublica raised about the state’s





Our investigation prompted an Alabama bill to nearly triple workers' comp benefits for amputees. (Jeff Swensen for ProPublica)

debt collection system. Koster's proposals, presented to the Missouri Supreme Court's Commission on Racial and Ethnic Fairness, include a requirement for debt-buying companies to prove that they own a debt before they can sue, measures to prevent companies from winning judgments when the statute of limitations on a debt has expired, and safeguards against steep attorney's fees being passed on to debtors.

■ Our reporting on the apparent overuse of restraints of children in schools has continued to

show important results. Following in the steps of Massachusetts late in 2014, in February the Virginia Legislature passed a bill requiring state leaders to set limits on the practice. In Washington state, a law limiting restraints was enacted in April. One state representative wrote to thank ProPublica for "great work on ending use of isolation and restraint of special ed students."

■ New York City hospitals agreed in July to no longer allow patients to be filmed without prior consent after a ProPublica story, published with The New York Times, revealed that a television program had broadcast footage of a man's death without any permission from his family.

■ Responding to our reporting with NPR on inequities in state workers' compensation programs, California labor officials in March formally advised insurance companies that a 2012 state law could not be used to reopen old cases and deny previously approved care. In April, proposed legislation modifying the 2012 law cleared a key state Senate committee. Our investigation also prompted an Alabama bill to nearly triple workers' comp benefits for amputees, and

an injured worker featured in our story testified before Illinois lawmakers in May, as part of a House hearing challenging the governor's proposal to reduce workers' comp. In October, 10 members of Congress urged the U.S. labor secretary to devise a federal oversight plan for state workers' comp programs. Following further reporting on corporations that opt out of state workers' comp and write their own plans with lower benefits, the National Conference of Insurance Legislators announced in November that it will investigate this burgeoning effort. The organization, whose members serve on



insurance committees and often act as gatekeepers for related bills in their states, said the issues raised in ProPublica's investigation "are of significant concern to state legislators responsible for the protection of injured workers."

- After we revealed the presence of "zombie cookies" on some websites that could not be deleted by users, tech company Turn said it would discontinue the practice, and Verizon said it would begin enabling consumers to opt out of such tracking.

- In February ProPublica published a story about software developer Werner Koch, who built Gnu Privacy Guard, the free email encryption software used by whistleblower Edward Snowden, as well as countless journalists and dissidents around the world. With dwindling funds, Koch struggled to keep Gnu Privacy Guard alive on a volunteer basis and was on the verge of terminating his crucial updates to the security software. Within days of ProPublica's story, Koch received enough funding from foundations, corporations and individual donations to work full time on the privacy tool.

- In response to our reporting in September that the U.S. Department of Homeland Security had pressured a Lebanon, New Hampshire library to stop using technology that allowed anonymous Internet browsing, the library board decided to resume the service.

- Responding to press coverage, including articles by ProPublica, New York Gov. Andrew Cuomo in May ended his administration's practice of automatically deleting all emails after 90 days.

- Our November reporting on New York City landlords who disregard rent limits and overcharge tenants — while still getting big tax breaks that require them to limit rent increases — triggered a legislative proposal to curb the predatory practice. The measure would require landlords receiving the tax relief to provide a list of their apartments to city



*ProPublica's Cezary Podkul interviews New York official Stephen Werner about predatory landlords. (Bryan Anselm for ProPublica)*

housing officials. The bill would also specifically order the city's housing agency to track every apartment built with taxpayer subsidies.

- Health Canada is considering lowering the recommended dose of acetaminophen, the active ingredient in Tylenol, following a report in the Toronto Star in 2014 on the painkiller's dangers. The Star's report followed a 2013 ProPublica investigation; ProPublica aided the Star for its story. Also following our Tylenol coverage, the FDA in August finally endorsed a safety device for the liquid form of children's acetaminophen.

- The Food and Drug Administration announced in July that it is investigating the risk of chemical deposits in the brain for patients who are given repeated MRIs using imaging drugs that contain a heavy metal. Such imaging drugs containing gadolinium, especially GE Healthcare's Omniscan, have been the subject of extensive reporting by ProPublica beginning in 2009.

# Recognition for Our Work

ProPublica was the first online news organization to win a Pulitzer Prize (2010) and the first to win a Pulitzer for stories not published in print (2011). Our work was honored in 2015 as follows:

ProPublica's project with PBS Frontline, "**Firestone and the Warlord**," about the American tire company's activities in Liberia during the country's civil war, won two News & Documentary Emmy Awards in the categories of outstanding investigative jour-

nalism and outstanding research. T. Christian Miller and Jonathan Jones' reporting on this story also received the Robert F. Kennedy Journalism Award for new media, the Investigative Reporters and Editors Award for multiplatform projects for large



*Matt Rota's illustrations for "Firestone and the Warlord" were honored by the Society of Illustrators. (Matt Rota for ProPublica)*







*ProPublica's reporting continued to uncover management shortcomings with Red Cross relief efforts. (Marie Arago, special to ProPublica)*

gative program or feature and a Society for News Design Award of Excellence for features. McCloskey was also chosen as a finalist for the Livingston Award for Young Journalists in national reporting.

Our coverage on **the magnitude of wage garnishment**, published in partnership with NPR News and reported for ProPublica by Paul Kiel, won the National Press Club Journalism Contest award for consumer journalism-broadcast. The series was also named a Gerald Loeb Award finalist for video/audio, and a finalist for a Scripps Howard Award in the business/economics reporting category.

ProPublica's reporting on **the excessive use of restraints in public schools**, by Heather Vogell and Annie Waldman, received the National Award for Education Reporting for single-topic news or feature and the Katherine Schneider Journalism Award for Excellence in Reporting on Disability.

Our reporting on **tobacco bonds costing states billions** won the Society of Silurians Excellence

in Journalism Award for online investigative reporting, and the New York State Society of CPAs Excellence in Financial Journalism Award for explanatory reporting, while reporter Cezary Podkul received the Society of American Business Editors and Writers' Larry Birger Award, which honors business journalists under the age of 30.

Reporting on **doping in track and field** by reporter David Epstein in partnership with the BBC won the British Journalism Award for Sports Journalism.

ProPublica was a finalist for the **Online News Association's General Excellence in Online Journalism Award**.

The news application "**Inside the Firewall: Tracking the News That China Blocks**" won three Awards of Excellence from the Society for News Design for features, infographics and continuous use, and was selected for "Best American Infographics."

Our Treatment Tracker news application on **payments under Medicare Part B** won a Data Journalism Award, and the Society for News Design Award of Excellence for planned coverage and single-subject feature.

Our news applications won several **Awards of Excellence from the Society for News Design**, including honors for ProPublica's organizational portfolio and the individual portfolios of developers Lena Groeger and Sisi Wei; an app comparing insurance plans under the Affordable Care Act; an app detailing the millions that New York counties lost in tobacco bonds; an app showing the sources of traced guns; and an infographic tracking extinctions.

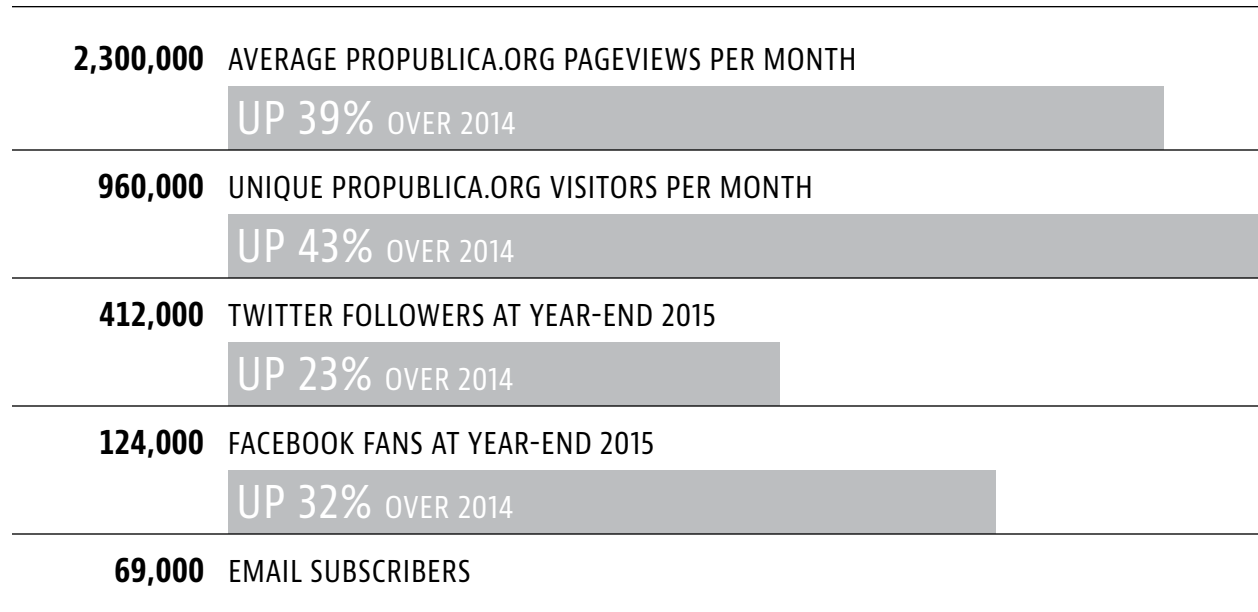
Articles on **Alabama's criminalization of drug use during pregnancy**, published in partnership with AL.com, won the Sidney Hillman Foundation's October Sidney Award.

Executive chairman of ProPublica Paul Steiger was inducted into the **Deadline Club Hall of Fame**, an honor bestowed to journalists and media executives whose work has made a significant contribution to American journalism.

For the role our investigative reporting plays in the broader media industry, ProPublica received **PEN Center USA's Award of Honor**.



# ProPublica's Growing Publishing Platform at a Glance



## Publishing Partners, 2015

ProPublica has had 129 publishing partners in seven and half years. We choose each partner with an eye toward maximizing the impact of the story in question. Here is a list of our partners in 2015 (new partners marked in **bold**):

- **Advocate**  
■ **[Baton Rouge, LA]**
- Albany Times-Union
- **AL.com**
- Atlantic
- **BBC**
- Boston Globe
- **California**  
■ **Sunday Magazine**
- Chronicle of Higher Education
- Daily Beast
- **Data Journalism China**
- Frontline
- **Gawker**
- Health News Florida
- **Houston Chronicle**
- **KPCC, Southern Cal. Public Radio**
- Los Angeles Times
- Marketplace
- **Marshall Project**
- **Matter (Medium)**
- Miami Herald
- **Mother Jones**
- **Narrative.ly**
- New Yorker
- New York Times
- NPR News
- Politico
- **Sacramento Bee**
- Slate
- Source
- Sports Illustrated
- USA Today
- **Virginian-Pilot [Norfolk]**
- This American Life
- Washington Post
- WNYC

# Financial Information, 2015

## Revenues

---

BOARD OF DIRECTORS CONTRIBUTIONS AND RELATED GRANTS	\$3,857,000
MAJOR GRANTS AND GIFTS (\$50,000 AND ABOVE)	\$7,753,000
ONLINE DONATIONS	\$291,000
BUSINESS ADVISORY COUNCIL CONTRIBUTIONS	\$134,000
OTHER GRANTS AND GIFTS	\$725,000
EARNED INCOME AND INTEREST	\$166,000
<b>TOTAL</b>	<b>\$12,926,000</b>

---

## Expenses

---

NEWS SALARIES, PAYMENTS AND BENEFITS	\$8,182,000
NON-NEWS SALARIES AND BENEFITS	\$1,468,000
PERSONNEL SUPPORT	\$998,000
OUTREACH	\$509,000
PROFESSIONAL FEES (NET OF INSURANCE REIMBURSEMENT)	\$12,000
OCCUPANCY AND OFFICE	\$948,000
CAPITAL COSTS	\$291,000
TAXES	\$6,000
<b>TOTAL</b>	<b>\$12,414,000</b>

---

*Notes: All figures preliminary and unaudited, rounded to the nearest \$1,000. Business Advisory Council contributions include only those not categorized elsewhere.*



# Officers and Staff

As of December 31, 2015:

EDITOR-IN-CHIEF  
**Stephen Engelberg**

PRESIDENT  
**Richard Tofel**

MANAGING EDITOR  
**Robin Fields**

VP, DEVELOPMENT  
**Ragan Rhyme**

DIRECTOR OF BUSINESS DEVELOPMENT  
**Celeste LeCompte**

## News Staff

ASSISTANT MANAGING EDITORS  
Scott Klein  
Eric Umansky

SENIOR EDITORS  
Tom Detzel  
Lawrence Roberts  
Joe Sexton  
Tracy Weber

SENIOR ENGAGEMENT EDITOR  
Amanda Zamora

DESIGN DIRECTOR  
David Sleight

ASSOCIATE EDITOR  
Jennifer Stahl

SENIOR REPORTERS  
Julia Angwin  
Jesse Eisinger  
Jeff Gerth

Abraham Lustgarten  
T. Christian Miller  
Charles Ornstein  
Sebastian Rotella  
Ginger Thompson

REPORTERS  
Marshall Allen  
Lois Beckett  
Justin Elliott  
David Epstein  
Robert Faturechi  
Ryan Gabrielson  
Michael Grabell  
Paul Kiel  
Alec MacGillis  
Nina Martin  
Megan McCloskey  
Cezary Podkul  
Topher Sanders  
Joaquin Sapien  
A.C. Thompson  
Heather Vogell  
Annie Waldman

DATA EDITOR  
Jeff Larson

DEPUTY DATA EDITOR  
Olga Pierce

NEWS APPLICATIONS DEVELOPERS  
Lena Groeger  
Al Shaw  
Mike Tigas  
Sisi Wei  
Derek Willis

COMMUNITY EDITOR  
Terry Parris Jr.

ASSISTANT SOCIAL EDITOR  
Adam Harris

DATA REPORTER  
Ryann Grochowski Jones

EDITORIAL EXPERIENCE DESIGNER  
Rob Weychert

WEB PRODUCER  
Hannah Birch

GOOGLE JOURNALISM FELLOW  
Cecilia Reyes

DESIGN FELLOW  
Emily Martinez

SENIOR REPORTING FELLOW  
Lauren Kirchner

REPORTING FELLOW  
Marcelo Rochabrun

## Administrative Staff

DIRECTOR OF FINANCE AND OPERATIONS  
Barbara Zinkant

DIRECTOR OF PUBLIC RELATIONS  
Minhee Cho

DIRECTOR OF MARKETING  
Cynthia Gordy

DIRECTOR OF DEVELOPMENT OPERATIONS  
Heather Troup

DIRECTOR OF INFORMATION TECHNOLOGY  
Nicholas Lanese

# Governance

---

## Board of Directors

FOUNDING CHAIRMAN

**Herbert Sandler**  
President of the  
Sandler Foundation

EXECUTIVE CHAIRMAN

**Paul Steiger**  
Founding editor-in-chief and  
president, ProPublica

**Mark Colodny**  
Managing director, Warburg  
Pincus LLC

**Henry Louis Gates, Jr.**  
W. E. B. Du Bois Professor of the  
Humanities and the Director of  
the W. E. B. Du Bois Institute for  
African and African American  
Research, Harvard University

**Claire Hoffman**  
Freelance journalist and  
director, Goldhirsh Foundation

**Bobby Monks**  
Founder and owner,  
Mediant Communications

**Ronald Olson**  
Partner, Munger Tolles &  
Olson LLP

**Paul Sagan**  
Executive in Residence,  
General Catalyst Partners; vice  
chairman, Akamai Technologies

**Kat Taylor**  
CEO, Beneficial State Bank

**Tom Unterman**  
Managing partner, Rustic  
Canyon Partners and former  
CFO, Times Mirror Co.

---

## Business Advisory Council

ProPublica also has a Business  
Advisory Council, a group  
of executives who advise  
on emerging business and  
technology issues:

CHAIR

**Mark Colodny**  
Managing director, Warburg  
Pincus LLC

VICE CHAIR

**Joanna Stone Herman**  
Managing director, DeSilva  
and Phillips

**Dror Bar-Ziv**  
Partner, Valiant Capital Partners

**Ben Boyd**  
President, practices, sectors and  
offerings, Edelman

**David Coulter**  
Special limited partner,  
Warburg Pincus LLC

**Christopher DeLong**  
Principal, Taconic Capital  
Advisors LLC

**Sean Fieler**  
President, Equinox Partners

**Maria Gotsch**  
President & CEO, Partnership  
Fund for New York City

**Jack Griffin**  
CEO, Tribune  
Publishing Company

**Michael Hansen**  
CEO, Cengage Learning

**Bryan Lawrence**  
Founder, Oakcliff Capital

**Lori E. Lesser**  
Partner, Simpson Thacher &  
Bartlett LLP

**Reed Phillips III**  
Managing partner,  
DeSilva+Phillips

**William Pollak**  
CEO, Gordian Group

**Lawrence Rand**  
Executive chairman, Kekst  
and Company

**Jennifer Schwab and  
Gordon Wangers**

**Davia Temin**  
President and CEO, Temin  
& Company

**Gregory Waldorf**  
CEO, Invoice2go

## Journalism Advisory Board

ProPublica has a journalism advisory board to advise ProPublica's editors from time to time on the full range of issues related to ProPublica's journalism, from ethical issues to the direction of its reporting efforts:

### **Jill Abramson**

Former executive editor, The New York Times

### **David Boardman**

Dean, Temple University School of Media & Communications

### **Raymond Bonner**

Writer living in New York

### **Robert A. Caro**

Historian and biographer of Robert Moses and Lyndon Johnson

### **Sheila Coronel**

Director, Stabile Center for Investigative Journalism, Columbia Journalism School

### **L. Gordon Crovitz**

Former publisher of The Wall Street Journal; partner, Journalism Online

### **David Gergen**

Public service professor of public leadership, Harvard's John F. Kennedy School of Government and director of its Center for Public Leadership

### **Tom Goldstein**

Director, media studies program, University of California, Berkeley School of Journalism

### **Isaac Lee**

President, news and digital, Univision

### **Shawn McIntosh**

Investigations leader and deputy managing editor, The Atlanta Journal-Constitution

### **Ellen Miller**

Co-founder, The Sunlight Foundation

### **Priscilla Painton**

Vice president and executive editor, non-fiction, Simon & Schuster

### **David Shribman**

Executive editor, Pittsburgh Post-Gazette

### **Allan Sloan**

Former senior editor at large, Fortune magazine

### **Kerry Smith**

Senior vice president for editorial quality, ABC News

### **Cynthia A. Tucker**

Columnist, Universal Press Syndicate



# ProPublica's Leading Supporters, 2015

---

Abrams Foundation

---

Laura and John  
Arnold Foundation

---

Millicent and Eugene  
Bell Foundation

---

John Bogle

---

Kay Bucksbaum

---

Carnegie Corporation of  
New York

---

Cedar Tree Foundation

---

Robert Sterling  
Clark Foundation

---

Mark Colodny

---

Craig Newmark and the  
craigslist Charitable Fund

---

David Coulter

---

Geraldine R. Dodge Foundation

---

Richard H. Driehaus Foundation

---

Dyson Foundation

---

Doug Edwards

---

Ford Foundation

---

Jerome L. Greene Foundation

---

David Gold Foundation

---

Goldhirsh Foundation

---

Marc Haas Foundation

---

William and Flora  
Hewlett Foundation

---

Harriet Heyman &  
Michael Moritz

---

Irwin & Joan Jacobs

---

Robert Wood  
Johnson Foundation

---

Emily Kaiser

---

Art Kern

---

John Kern & Valerie Hurley

---

John S. and James L.  
Knight Foundation

---

Leon Levy Foundation

---

John D. and Catherine T.  
MacArthur Foundation

---

Marisla Foundation

---

Katie McGrath and J.J. Abrams  
Family Foundation

---

Bobby Monks

---

Ron Olson

---

Foundation to Promote  
Open Society

---

Bernard Osher

---

PCLB Foundation

---

Alice and Benjamin Reiter

---

Charles H. Revson Foundation

---

Paul and Ann Sagan  
Family Fund

---

Debbie and Lou Salkind

---

Sandler Foundation

---

Select Equity Group Foundation

---

Selz Foundation

---

Skoll Global Threats Fund

---

Kat Taylor and Tom Steyer

---

Trellis Fund

---

Tom and Janet Unterman

---

Yellow Chair Foundation

---