

2022

THE LENFEST INSTITUTE

Impact Report

SPOTLIGHT PA

**THE
LENFEST
INSTITUTE**

Spotlight PA Newsletter Editor Colin Deppen reports from the Pennsylvania State Capitol in Harrisburg. Spotlight PA is an independent, nonpartisan newsroom dedicated to high-quality journalism about the Pennsylvania state government and urgent statewide issues. Photo by Amanda Mustard.

Fireworks celebrating the 4th of July over the Delaware River. Charles Fox/Philadelphia Inquirer



This impact report details how your support made this work possible. We're grateful for your partnership, and we look forward to our continued work together in 2023 and beyond.



Dear Friends,

The movement to support a sustainable future for local journalism accelerated in 2022, and The Lenfest Institute was at the forefront of this coalition here in Philadelphia, throughout Pennsylvania, and across the United States.

The Institute is solely focused on developing sustainable solutions for local journalism, and we could not do it without the help of donors, supporters, and partners like you.

Local news is all about community. Journalists ensure that residents have access to the news they need to lead informed and fulfilled lives, they hold government officials to account, and they share narratives that uplift our neighbors and highlight the best of us.

This impact report details how, thanks to your support, The Institute put solutions in practice to ensure that journalists have the resources they need to do this essential work.

My colleagues and I are excited to share more about our work in support of the development of new media entrepreneurs in Philadelphia, investments in The Philadelphia Inquirer's world-class investigative reporting, the growth of Spotlight PA's watchdog journalism to new areas of Pennsylvania, the convening of national news leaders, and much more.

We're grateful for your partnership, and we look forward to our continued work together in 2023 and beyond.

With thanks,

Jim Friedlich
Executive Director & CEO
The Lenfest Institute for Journalism



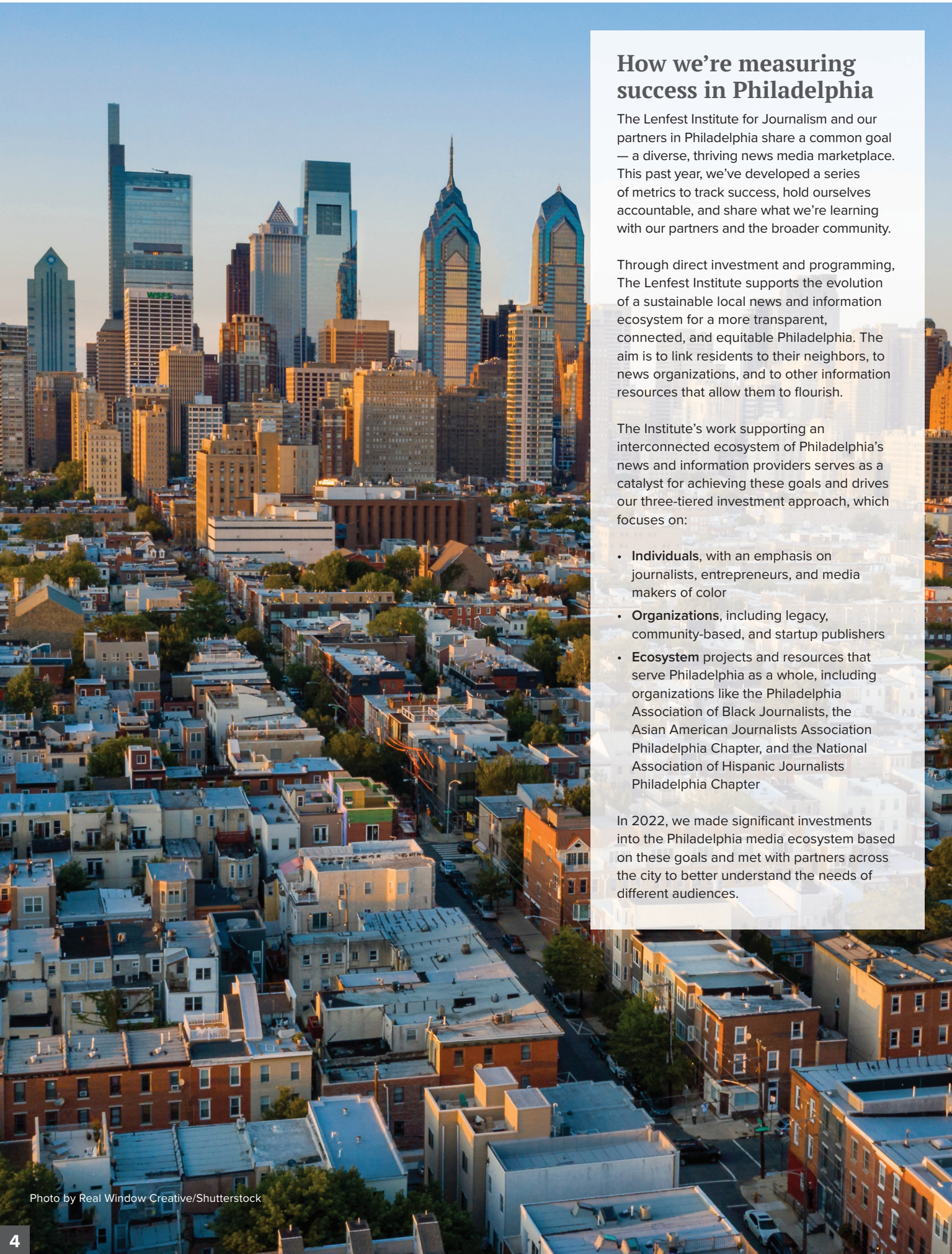


Photo by Real Window Creative/Shutterstock

How we're measuring success in Philadelphia

The Lenfest Institute for Journalism and our partners in Philadelphia share a common goal — a diverse, thriving news media marketplace. This past year, we've developed a series of metrics to track success, hold ourselves accountable, and share what we're learning with our partners and the broader community.

Through direct investment and programming, The Lenfest Institute supports the evolution of a sustainable local news and information ecosystem for a more transparent, connected, and equitable Philadelphia. The aim is to link residents to their neighbors, to news organizations, and to other information resources that allow them to flourish.

The Institute's work supporting an interconnected ecosystem of Philadelphia's news and information providers serves as a catalyst for achieving these goals and drives our three-tiered investment approach, which focuses on:

- **Individuals**, with an emphasis on journalists, entrepreneurs, and media makers of color
- **Organizations**, including legacy, community-based, and startup publishers
- **Ecosystem** projects and resources that serve Philadelphia as a whole, including organizations like the Philadelphia Association of Black Journalists, the Asian American Journalists Association Philadelphia Chapter, and the National Association of Hispanic Journalists Philadelphia Chapter

In 2022, we made significant investments into the Philadelphia media ecosystem based on these goals and met with partners across the city to better understand the needs of different audiences.

Philadelphia News Ecosystem



WHYY's News and Information Community Exchange (N.I.C.E.) is a network of grassroots content creators keeping all Philadelphians informed. N.I.C.E. is supported by the Knight-Lenfest News Transformation Fund.

Reimagining Philadelphia Journalism Summit

In an effort to share best practices and address common challenges, leaders from Philadelphia's news community gathered with journalists, researchers, advocates, funders, and community stakeholders for the Reimagining Philadelphia Journalism Summit, two days of conversation in September organized by The Lenfest Institute to forge new paths toward a more inclusive, thriving Philadelphia news ecosystem.

Constellation News Leadership Initiative

The Constellation News Leadership Initiative, which provides career development support to mid-career media professionals of color in the Philadelphia-area, returned in 2022 to support 10 new fellows. Participants receive training from the Craig Newmark Graduate School of Journalism at CUNY, mentorship from Executive Advisors who have advanced to positions of leadership in Philadelphia-area news organizations, and career coaching from Crawford Leadership Strategies, a Black-owned leadership development firm.

Eight of the 10 members of the 2022 class reported being able to advance their careers during the seven-month fellowship program through a promotion, increased recognition and responsibilities in their current role, or by moving to a new job with more room for growth.



2022 Reimagining Philadelphia Journalism Summit. Photo by Zamani Feelings

Lenfest Next Generation Fund

The Lenfest Next Generation Fund supports professional development opportunities for Philadelphia-area journalists, media executives, and students of color. Fifteen people received grants through the Professional Development Track, which provides awards of up to \$1,200 to support either attendance of a professional development activity of an awardee's choice or the purchase of equipment used for professional purposes. An additional grantee received funding through the Internship Support Track, which provides funding up to \$4,200 to support students and journalists while participating in unpaid internships.



Sofiya Abena Ballin, founder of Black History Untold and a member of the first class of the Philadelphia Media Founders Exchange, spoke alongside other local media makers at the 2022 Reimagining Philadelphia Journalism Summit. Photo by Zamani Feelings

Philadelphia Media Founders Exchange



Members of the 2022 Philadelphia Media Founders Exchange taking part in a group exercise at their graduation ceremony. Photo by Zamani Feelings

How the PMFE Supported Local Media Entrepreneurs in 2022

The Philadelphia Media Founders Exchange is an accelerator program supporting media entrepreneurs of color through training, one-on-one coaching, and grantmaking. It focuses on the urgent need and opportunity to support and advance more media entrepreneurs of color to ensure communities prosper and news businesses thrive and grow sustainably on their own terms.

The Founders Exchange launched in March 2022, and over the duration of the five-month program, 11 participating

entrepreneurs received training on operations, revenue and monetization, and marketing and branding to help them build their media businesses. They also each received a \$10,000 grant, the opportunity to apply for follow-on funding, and professional coaching.

By the end of the program, PMFE participants' projected revenue needs increased by 145%, a boost that reflected their development of scalable models for business growth. As one cohort member said, "Before this program, I was never forced to rethink my business model, brand audit, marketing pitch, etc. and during the program I had to spend time doing all of that and I am very thankful that I did."



Lauren Settles founded a radio show and online media platform that reports on issues that directly impact the Black community and amplifies the voices of community leaders.

“The program provided professional insight on being structured and business-minded, paying ourselves, and taking care of ourselves. The content that we are creating is already improving based on quality and engagement for our audience. It opened our eyes to seeing how much our community needs us—they value the work that we do.”



As the founder of 5 Shorts Project, Shameka Sawyer is on a mission to produce community-centered video journalism that authentically highlights BIPOC experiences.

“I feel more empowered... I now have the business knowledge, along with my passion, and I have a stronger business...I also have the funding to secure the help I need to grow my business.”



With more than 25 years of diverse experiences in journalism, art, and academia, Kaia Niambi Shivers is familiar with gathering and sharing stories that profoundly impact her audience as the founder and editor-in-chief of Ark Republic.

“The sessions were invaluable for me... I walked away with so many ideas and fresh perspectives...my notions were confirmed and my work was affirmed. The cohort was so cool and I will be collaborating with at least one of them in 2023.”

Anis Taylor is the founder of Higher Than 7, a subscription media platform that develops and distributes exclusive productions from Philadelphia content creators.



“The work we do has always been rooted in the community... born out of a need in the Philly community for a platform to help local artists shine.”

As a nonbinary Latinx journalist and documentary filmmaker who has made their career in community-driven media, Kristal Sotomayor founded Sotomayor Productions to create dedicated media spaces that portray the genuine experience of queer and Latinx subjects.



“I’ve begun to understand what I can bring of value to the media ecosystem as I specialize in my work — from the services I plan to offer to better understanding how unique the community connection to the Latinx community is.”



With the Indonesian Lantern, Founder and CEO Indah Nuritasari has already created a powerful platform for the Indonesian community to find its voice in American media.

“Being in a space with like-minded individuals made me feel like I could reach my goals of gaining more funding, pursuing more projects, and maintaining the integrity of Indonesian Lantern.”



Each member of the Founders Exchange received \$10,000 in funding, plus the opportunity to apply for additional grants, which totaled \$80,000 by the end of the program.



For the past five years, Jean-Pierre Brice has been cultivating radio content on CMPRadio.net that uplifts Chester, Pa., a city about 15 miles south of Philadelphia that has previously been underserved by local media.

“From my fellow founders, I took an energy of continued success... our community has been affected by the positivity that we spread, the inspiration that we give, and the motivation that we share.”

The Philadelphia Inquirer

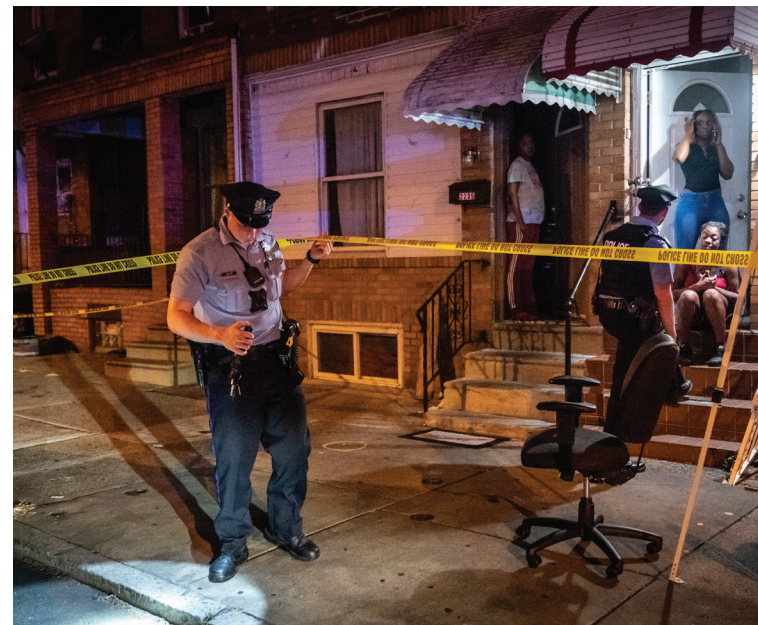
Investigative Journalism

Wounded City

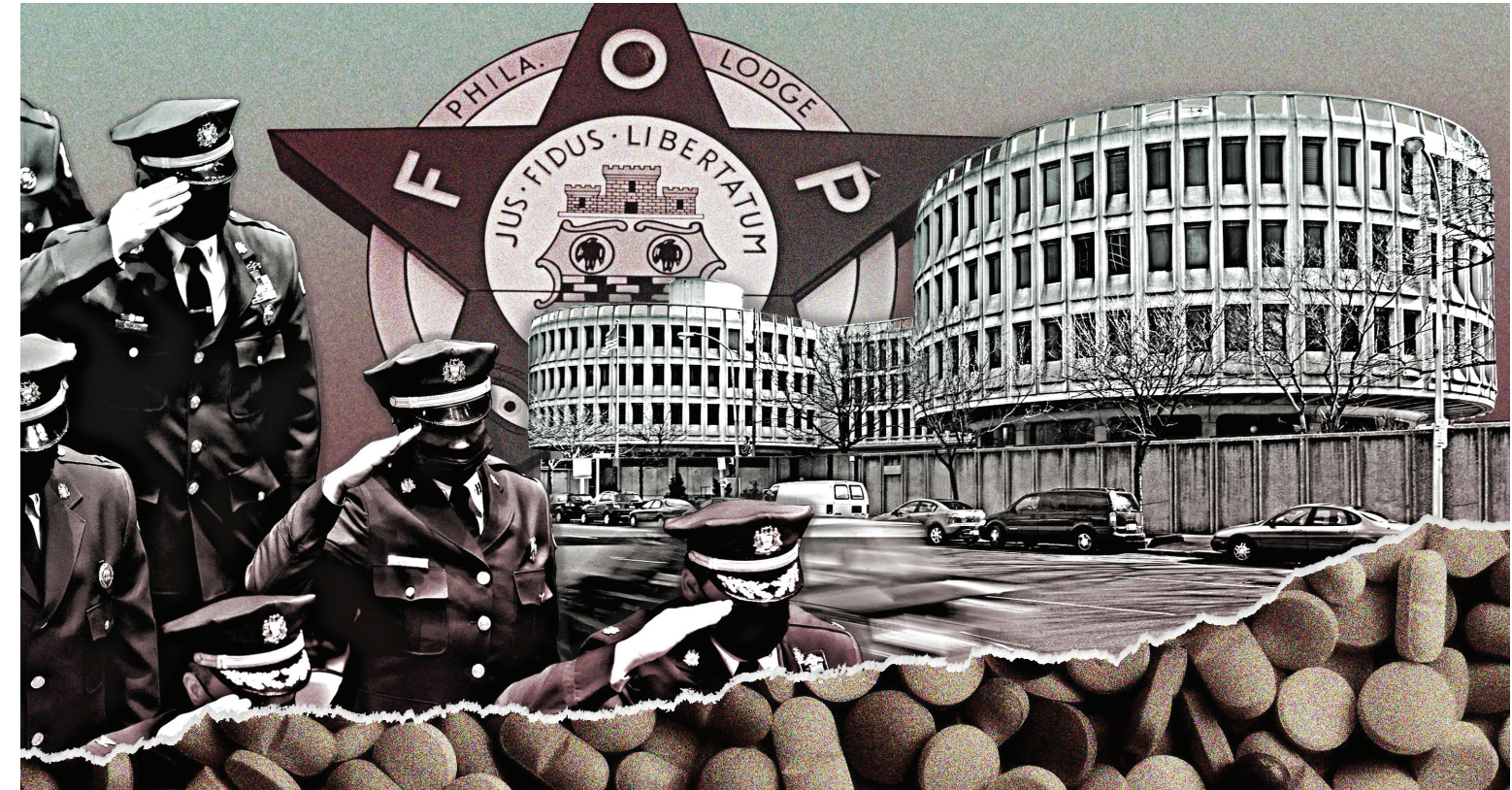
Summer 2022 was the deadliest on record in Philadelphia. Between Memorial Day and Labor Day, an average of about eight people were shot each day – more than twice the rate of five years ago.

To better understand the gun violence epidemic, Philadelphia Inquirer journalists visited the scene of every shooting in the city over the course of one weekend in August when 20 people were shot. They then attended the funerals of victims and spoke with survivors and neighbors.

The story — by Inquirer journalists Ellie Rushing, Jessica Griffin, Ximena Conde, and Chris Palmer — illustrates a microcosm of what many Philadelphians experience on a daily basis and the systems that perpetuate the epidemic of gun violence in the city.



Top left going clockwise: 1. Shortly after a shooting erupted at 18th and Cumberland Streets in Kensington, life continued as usual. 2. Police try to speak to a woman who lives at the house where witnesses said a shooter retreated. 3. A man who goes by “Tattoos,” who is a close friend of a shooting victim, warns officers that even if they catch the shooter, “it doesn’t end here.” 4. A weekend of gun violence in Philadelphia showed the incalculable, yet cruelly normal, level of trauma that residents must endure. 5. After she was shot in her Germantown home and later released from the hospital, Antoinette Arter found herself unable to go back inside and sat for hours on her porch. 6. Aatif Fortune takes his dog, O’Hana, on a walk, days after being shot. Before the shooter was caught, Fortune said he wouldn’t live in fear. Photos by Inquirer Staff Photographers Jessica Griffin, David Maialetti, and Elizabeth Robertson.



Numerous Philadelphia cops who claimed to be too injured to work launched new businesses, toiled at physically strenuous jobs, and more. Anton Klusener/Inquirer Staff Illustrator

Watchdog for the Underdog

The Lenfest Institute supports investigative journalism at The Philadelphia Inquirer and Spotlight PA. Intrepid investigative journalists can spend months working on stories — digging through documents, speaking with sources, and more to uncover the truth and hold power to account.

One of The Inquirer’s most impactful investigations in 2022 was “MIA: Crisis in the Ranks,” by investigative reporters Barbara Laker, David Gambacorta, and William Bender that found numerous Philadelphia police officers who claimed to be too injured to work, but at the same time launched new businesses, toiled at physically strenuous jobs, and more.

Here’s what’s happened since their initial story was published in February 2022:

- Lawmakers in Harrisburg introduced a bill to crack down on fraud and abuse within the Philadelphia police disability program, known as Heart and Lung, by requiring doctors be selected independently of the police union.
- Police Internal Affairs is investigating several officers who had worked other jobs while being paid public benefits for being too injured to do police work.
- Weekly full-salary injury claims — 645 in September 2021 — dropped below 550 in the months following the February investigation, while the percentage of injured officers cleared to testify in court tripled from 10% to 30%.

- The City Controller’s Office is reviewing the Heart and Lung program as part of an audit of the Police Department requested by Council.
- At least one case of alleged fraud is under investigation by the District Attorney’s Office



While Philadelphia buckled in 2021 under the weight of record gun violence that shattered families and devastated neighborhoods, at least 652 police officers were missing in action.

Community Journalism

Communities and Engagement Desk

The Philadelphia Inquirer's Communities & Engagement Desk launched in August 2022. The desk is dedicated to increasing representation and community visibility in The Inquirer's journalism through its own reporting and community engagement and by working alongside Inquirer journalists throughout the newsroom.

Led by senior editor Sabrina Vourvoulias, the six-person team has focused on building non-transactional relationships with communities, with an eye to better serving them through a regular cadence of published and experiential coverage. The desk focuses on engaging Philadelphia's underserved and marginalized communities, especially those who don't currently look to The Inquirer for news and information.

Since the desk was founded, it has published coverage on community health, policing in BIPOC communities, criminal justice, gentrification, and community events.



Students from nine Philadelphia schools held a rally at City Hall demanding more support for young people affected by gun violence in May 2022.

Notable coverage and awards

In 2022, The Philadelphia Inquirer continued to deliver high-impact journalism that aims to illuminate issues within Philadelphia and identify solutions. Reporters focused their coverage on Philadelphia's education crisis, police brutality, health care, and more. It won a Mid-Atlantic Regional Emmy for its "Wildest Dreams" series highlighting the legacy, culture, and joy of Black Philadelphians and an Online Journalism Award for engaging audiences with its Italian Hoagie Bracket.

Most significantly, The Inquirer was named a finalist for the 2022 Pulitzer Prize for Explanatory Reporting for "Under Fire," an ongoing reporting series about the impact of gun violence on Philadelphia communities. The judges called it "a richly reported series that, with compelling writing and photography, tackled the complex roots of gun violence in the city, centering on the people and communities most affected by it."

The Inquirer also published a number of in-depth investigations and profiles that told the stories of our communities and shed light on life in Philadelphia and across the region.



More than 7,500 people voted in The Inquirer's Hoagie Bracket, which crowned Angelo's Pizzeria at 9th and Fitzwater streets as the top Italian hoagie in the city. Monica Herndon and Rachel Molenda/Inquirer Staff Photographers

Kristen A. Graham spent an academic year following educators and students at one Philadelphia elementary school as they dealt with the challenges of returning to in-person learning. Thomas Fitzgerald reported on residents' efforts to curb speeding traffic on a deadly stretch of Lincoln Drive in Northwest Philadelphia. And Wendy Ruderman told the story of two local cousins fighting rare forms of aggressive brain cancer at the same time.



A More Perfect Union

In February 2022, The Philadelphia Inquirer launched "A More Perfect Union," a yearlong reporting series examining the roots of systemic racism in the United States through institutions founded in Philadelphia.

Because Philadelphia is the birthplace of American democracy and many of the nation's oldest institutions, it became the place where systemic racism was often enshrined within those same institutions. "A More Perfect Union" sought to hold institutions accountable for enforcing this unequal structure and illuminate a solutions-oriented path forward, and The Lenfest Institute was proud to support this work with a \$125,000 grant.

The 12 chapters, each with multiple parts, covered Philadelphia's history with racism as it pertains to media — including The Inquirer itself — Americana, suburbia, incarceration, medicine, recreation, labor, higher education, fine art, money, infrastructure, and faith. The project was led by Errin Haines, editor-at-large of The 19th* and a member of The Lenfest Institute's Board of Managers.

Philadelphia artist Akeil Robertson-Jowers painted "US#1" while incarcerated. He created the piece in collaboration with other incarcerated men. Robertson-Jowers wrote an essay for "A More Perfect Union" about his experience spending 45 days in solitary confinement.

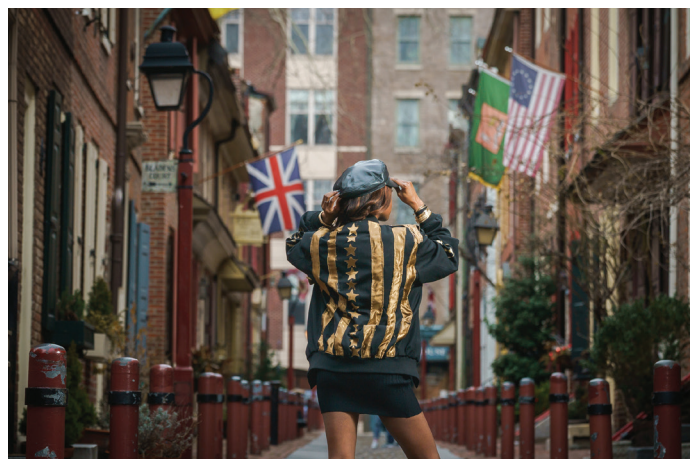


The Inquirer reported about the shortage of teachers and highlighted people, like East Stroudsburg University student Jasmine Rivera, who are stepping up to work as substitutes to help ease a teacher shortage at area schools. Photo by Jose F. Moreno/Philadelphia Inquirer



Massarah Mikati, a reporter on The Communities & Engagement Desk covering Philadelphia's communities of color, reported about two sisters who created a space for jam skating in Philadelphia for BIPOC and queer communities. Photo by Elizabeth Robertson/Philadelphia Inquirer

A MORE PERFECT UNION



A More Perfect Union

American democracy, as we think of it, was enshrined within the institutions, laws, and organizations first formed in Philadelphia.

So it should come as no surprise that the issues our country faces started here. It was that realization that led to the creation of "A More Perfect Union" — understanding Philly is vital to understanding systemic racism.

"There is no better place to reckon with the future of our country than Philadelphia, the birthplace of our institutions and their ever-persisting inequality," Errin Haines, a Lenfest Institute Board Member and the project's editor, wrote in her introduction to "A More Perfect Union."



Page 12: Top left going clockwise: 1. The Philadelphia Inquirer reckoned with its own racist history in the first installment of A More Perfect Union. Illustration by Mark Harris. 2. Philadelphia illustrator Nicole Medina reimagined Benjamin Franklin's iconic kite and key using images of women of color. Illustration by Nicole Medina. 3. Paige Hughes stands in Philadelphia's historic Elfreth's Alley in a hand-crafted bomber jacket designed by Kimberly McGlown as a reimagining of the Betsy Ross flag. Photo by Jessica Griffin/Philadelphia Inquirer. 4. A century of battles over a neighborhood pool reveal a complicated picture, about who matters, and who gets the chance to live well in Philadelphia. Painting by Serena Saunders. 5. Natasha Carter, Alicia Hutton, and Falise Alexander exposing C-section scars and pregnant torsos. There is a growing movement of Black birthing professionals who are working to reduce racial disparities in childbirth. Photo by Hannah Beier. 6. The Main Line is home to Philadelphia's old-money suburbs, but has a complicated legacy of racial exclusion. Illustration by Derick Jones.

Page 13: Top going clockwise: 1. Painter Mikel Elam, shown in his studio, in Philadelphia. Elam created a reimagining of the Liberty Bell as part of the series examining American symbols originating in Philadelphia. "The Liberty Bell kind of represents, 'This is liberty, but is it liberty for everyone?'" he said. Photo by Jessica Griffin/Philadelphia Inquirer. 2. Reverend Mark Kelly Tyler is the pastor of the Mother Bethel AME Church in Philadelphia. The church sits on the oldest parcel of land in the United States continuously owned by African-Americans. Photo by Erin Blewett. 3. The building trades first organized in Philadelphia. Black people never got a fair shot at these well-paying union jobs. Illustration by Nasir Young. 4. Nina Wilson models her mother's interpretation of the iconic Stetson hat at her mother's store, Dust To Dawn Fashion in South Philadelphia. Photo by Alejandro A. Alvarez/Philadelphia Inquirer. 5. A young child carries an American flag at the Philadelphia National Cemetery on Memorial Day. Philadelphia gave America its flag, along with other enduring icons of nationhood. But for many, the red, white and blue banner embodies a legacy of injustice. Photo by Heather Khalifa/Philadelphia Inquirer.

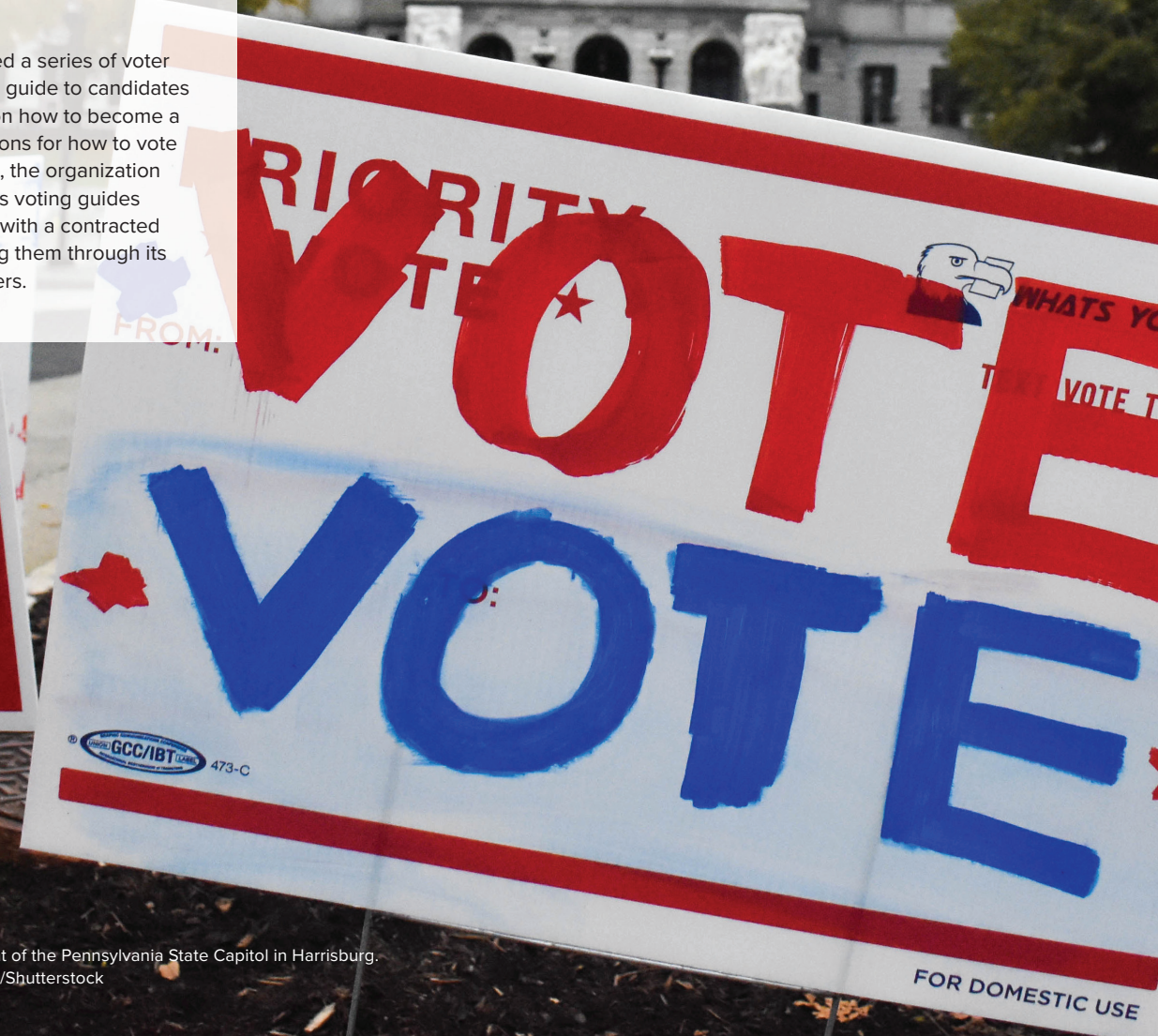
News for All of Pennsylvania

Spotlight PA, which was co-founded by the Institute, is an independent, nonpartisan newsroom dedicated to high-quality investigative and public-service journalism about the Pennsylvania state government and urgent statewide issues.

When Pennsylvania became the center of the political universe during the 2022 midterms, Spotlight PA made it its mission to keep Pennsylvanians informed about the candidates, issues, and policies at the forefront of the elections. Spotlight PA created the Election Center, a centralized page on its website that featured voter-centric election coverage.

Unlike other outlets which focused on polls and horse race coverage, Spotlight PA's reporting centered on where candidates stood on key issues, how to get involved in the voting process, and any other information necessary to make an informed vote. Its series "One Vote, Two Pennsylvanias" illustrated the policy positions of the candidates running for governor.

Spotlight PA also released a series of voter guides, including a basic guide to candidates in statewide races, tips on how to become a poll worker, and instructions for how to vote by mail. For the first time, the organization also translated most of its voting guides into Spanish by working with a contracted translator and distributing them through its Spanish-language partners.



Get out the vote signs in front of the Pennsylvania State Capitol in Harrisburg. Photo by Jelani Photography/Shutterstock

Spotlight PA

Launch of State College Bureau

In July, Spotlight PA launched its first regional bureau in State College. The team of four journalists covers news across State College, Centre County, and north-central Pennsylvania. All reporting is also made available free of charge to the more than 90 news organizations in Spotlight PA's partner network across Pennsylvania.

To prepare for the newsroom's launch, Spotlight PA conducted community listening sessions to determine the region's most urgent information needs. Initial stories included a report on water contamination in Benner Township and an in-depth look at Centre County's salary data and use of taxpayer funds. Since then, the bureau has continued publishing high-quality stories about urgent local and statewide issues.

The State College regional bureau also published multiple investigative stories into the inner workings of Penn State University. These included coverage of a Centre County judge sealing a case involving Penn State students at the request of the school, a profile of new university President Neeli Bendapudi, and an investigation of the school's private airplane usage, among others.

Groundbreaking Journalism

- In April, Spotlight PA received the annual FOI award for its investigation into the Pennsylvania legislature's hidden spending of taxpayer dollars. The award is given by Investigative Reporters & Editors, a leading national journalism nonprofit dedicated to advancing investigative journalism in the United States. Spotlight PA's award-winning series, titled "The Hidden Tab," involved collaborating with The Caucus to file more than two dozen public record requests and creating a database that exposed how much of the legislature's expenses went directly into lawmakers' pockets.
- Spotlight PA won three of the top prizes awarded by the Pennsylvania NewsMedia Association:



Spotlight PA's redistricting coverage won the Pennsylvania NewsMedia Association's Public Service Award in 2022. Photo by Amanda Berg for Spotlight PA

- Its redistricting coverage won the Public Service Award, which is granted annually to a single Pennsylvania newsroom that has made a significant contribution to bettering its community through public service leadership.
- Spotlight PA's lead redistricting reporter, Kate Huangpu, was honored with The Lenfest Institute Emerging Journalist Award, which recognizes one young reporter in Pennsylvania each year.
- Finally, Spotlight PA's interactive redistricting map comparison tool won first place in the Best Web Use category from the state chapter of the Society of Professional Journalists.

- Three different Spotlight PA stories were selected as finalists for INN's Nonprofit News Awards, which honor excellence in journalism, leadership and community service across the field of nonprofit news nationally:
 - "A Hidden Error" by Rebecca Moss and Angela Coulombis won the Best



Taxpayers foot a huge bill to run Pa.'s full-time legislature, but are blocked from many details. "The Hidden Tab" series investigated lawmakers' spending. Illustration by Leise Hook/For Spotlight PA



Spotlight PA published a yearlong investigation into Pennsylvania's medical marijuana card program, including questionable health claims, weak oversight, and unfair rules. Illustration by Leise Hook/For Spotlight PA

- Investigative Journalism Award (Large Division). "Privileged Information" by Angela Coulombis and The Caucus's Sam Janesch, was nominated for the same award. Spotlight PA's redistricting series also won the Game-Changer Award (Large Division).
- Spotlight PA Executive Director and Editor in Chief Christopher Baxter was selected as a finalist for the Emerging Leader of the Year award.

- Among Spotlight PA's most thorough investigative series in 2022 was "Cannabis Card Game," a year-long look at Pennsylvania's medical marijuana card program, focusing on the industry's questionable health claims, weak oversight, and unfair rules.

National Solutions for Local News

Lenfest News Philanthropy Network

The Lenfest News Philanthropy Network is the leading global community of journalism fundraising professionals. The Network has more than 1,500 members committed to sharing strategies and insights into how to successfully solicit philanthropic funds to support independent journalism.

In 2022, the News Philanthropy Network focused programming to serve professionals at every experience level, with courses ranging from Fundraising Fundamentals and Intro to Grant Writing, to more advanced offerings such as advanced stewardship and a focus on collaborative fundraising.

Audience Community of Practice

The Lenfest Institute assumed management of the Audience Community of Practice, a group providing support for audience development news professionals. There are currently about 75 members of the community from news organizations such as The New York Times, ProPublica, The Detroit Free Press, and more. The Audience Community of Practice was incubated in 2016 at the Tow-Knight Center for Entrepreneurial Journalism at CUNY's Craig Newmark Graduate School of Journalism.

Beyond Print

To help guide publishers away from print-centric revenue models toward a sustainable digital future, The Lenfest Institute and the American Press Institute created the Beyond Print program. The four participating news organizations were The Philadelphia Inquirer, The Seattle Times, La Voz at The Arizona Republic, and The Atlanta Journal-Constitution.

The publishers received grant funding and coaching to test strategies to increase print readers' use of digital products, create new digital-first experiences, and reimagine their print operations to better align with print revenue opportunities. Additionally,

they receive coaching on the principles of diversity, equity, and belonging from the Robert C. Maynard Institute for Journalism Education.

The Local News Summit

The Lenfest Institute and the Aspen Institute gathered 75 local journalism leaders from around the country together for the first annual Local News Summit in March. Over three days, participants identified key challenges and sketched out solutions and opportunities for collective action to combat misinformation and disinformation, build new revenue models, create shared infrastructure, and serve new audiences.

After the Summit, the Aspen Institute and Lenfest Institute published "Signposts for the Future of Local News," a series of essays from local news leaders sharing key takeaways and steps forward from the gathering.

Elements of Nonprofit News Management

To help nonprofit newsrooms and news entrepreneurs build sustainable

organizations, The Lenfest Institute published "Elements of Nonprofit News Management," a book by Richard J. Tofel, the former president and founding general manager of ProPublica.

"Elements of Nonprofit News Management" draws on Tofel's years of experience in managing and running a nonprofit newsroom. From drafting a strong mission statement to connecting with potential donors, the book covers a range of vital topics media professionals should consider for the future of their companies. It's a must-read for anyone starting, running, or working at a nonprofit news organization.

Collaborative Sustainability Guide

The Collaborative Sustainability Guide is a curated collection of case studies and resources for project managers and news organizations building sustainable revenue strategies for collaborative journalism. The Guide was published by the Solutions Journalism Network, Montclair State University's Center for Cooperative Media, and The Lenfest Institute.

Newspack

Newspack, an open-source publishing platform supported by the Institute, launched its 200th news site in 2022. The Institute has supported Newspack, a project of WordPress.com and the Google News Initiative, since 2019. The Institute continues to back Newspack because we believe shared infrastructure provides efficiency and value at scale. Shared services like Newspack empower publishers to focus on what they do best: produce essential journalism for their communities.

Supporting Local News Nationwide

The Lenfest Institute calls Philadelphia home, but alongside our partners, we support organizations across the United States to help them build sustainable business models to serve their communities with reliable journalism.

In 2022, the Institute created and expanded communities of practice to bring together news executives and journalists from around the world to share best practices and learn from one another. These groups include:

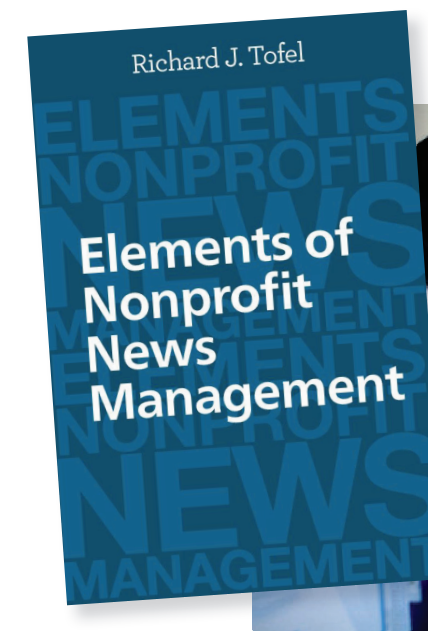
Statewide News Collective

The Lenfest Institute, RevLab at The Texas Tribune, and Spotlight PA launched the Statewide News Collective, a community for news organizations serving statewide audiences. Community leaders provide mentorship, peer support, and the exchange of information on news coverage, content distribution, revenue creation, product development, and more.

Nearly 30 publishers in 25 states have joined the Collective, illustrating the unique challenges of serving a statewide audience, regardless of size.

The Center for Cooperative Media at Montclair State University named the Collective one of its top collaborations of 2022, saying that the "well-facilitated group has endless possibilities ahead."

The Lenfest Institute's national programs aim to help news organizations in cities across the country develop sustainable business practices and prepare for the digital future. Photo by Blue Planet Studio/Shutterstock



Richard J. Tofel, former president of ProPublica, has decades of experience in the news industry. His book covers a range of topics useful for any media professional to consider, from funding methods to editorial independence.

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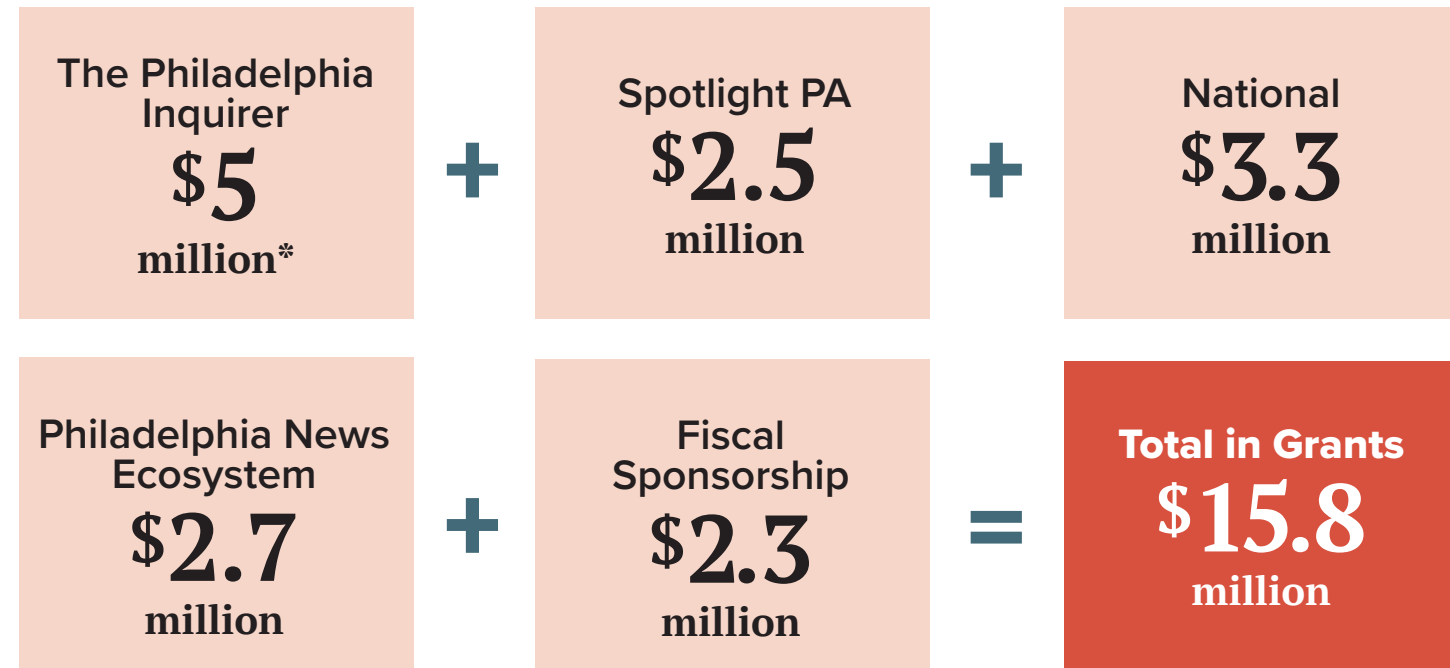
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2022 By the Numbers

Grantmaking and Fundraising Total
in Support of the Institute's Local News Mission



\$10 million raised from **5,000 donors**

*In addition, the Institute provided \$1 million to The Inquirer for technology and product work in 2022 under a 2021 grant contract.

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A yoga class takes place at the Oval in Philadelphia.
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