

Daily Pennsylvanian Alumni Association *2013 Annual Report*

Back by popular demand... here is your copy of the second annual DP Alumni Association Annual Report. Last year, the DPAA Board of Directors established this year-end review to communicate the various activities of the DPAA during the past year, and to recognize the many DP alumni who have contributed to the DPAA during our 2013 membership year.

We continue to post stories about the DP and DP alumni throughout the year on our DPAlumni.com website and DPAA Facebook page. But we recognize that not all our alumni regularly follow us online, so this mailed publication attempts to give you a snapshot of DPAA activities during the past year.

Look inside to read columns from DPAA President David Burrick, DP Executive Editor Jennifer Sun, DP General Manager Eric Jacobs, new DP Board of Directors member Michael Silver; a list of DPAA 2013 contributors; and a report on the DPAA's finances this past year.

We hope you find this report informative, and we welcome your input on how we can improve it in future years.

The DPAA Board of Directors
December, 2013



The year in pictures

Above left: DPAA Boston annual summer alumni happy hour.

At right: DP staff members gather around new computers funded by DP alumni contributions.

Below: Marquez Journalism Conference coordinator Jeff Shafer '06 with students and alumni in Huntsman Hall.



New Board, new computers, and next...

While serving as Executive Editor of *The Daily Pennsylvanian* in 2005, I was interviewed for an article in *Newsweek* magazine about the booming college newspaper business. "Even as the commercial press is hammered by shrinking profits, layoffs and falling circulation, college newspapers are thriving," wrote author Nick Summers.

Eight years later, things have changed significantly. In October, *The New York Times* published an article entitled "Black and White and in the Red: Student Newspapers Scurry to Make Ends Meet." The article described how college papers across the country are struggling due to a number of factors, such as a general decline in print advertising and a proliferation of marketing tools to target college students.

"In the last year in particular, we have seen a contraction in the marketplace," Tammy Nelson, vice president for marketing and research for the marketing company re:fuel, told the *Times*. "The measures a lot of college newspapers took in recent years, maybe cutting editions from five days a week to four days a week, trimming sections now and then, got them through the downturn. But they are having to look at other ways now to be profitable."

Unfortunately, the DP has not avoided this trend. Prior to the economic downturn in 2008, the organization regularly turned an annual profit. Since then, it has lost money every single year.

The Daily Pennsylvanian Alumni Association has worked closely with the DP's professional staff and students to help right the ship. In the past, alumni have helped DP management undergo painful budget planning processes, resulting in unfortunate but necessary cuts. Alumni have also spearheaded a strategic planning process for the organization, making recommendations on how the DP must transform its business in order to survive and thrive in the future.

Recently, the DPAA led another process to transform the DP's way of doing business — re-organizing the company's governance structure. In the past, DP management had been 100% comprised of students. But as the organization has become more complex — growing from producing only a daily newspaper to now running multiple websites, blogs, a magazine, video production, social media pages, as well as a slew of new business products — alumni, students and professional staff all agreed that the way the

DP was managed also had to change.

After lots of collaboration, it was agreed that the best way to organize the DP was via a new Board of Directors, which will oversee the organization and be tasked with strategic planning and oversight of the company. The Board will be comprised of five students and four alumni, insuring that students will retain ultimate control of the organization while giving alumni a larger role in the operations of the company.

The Board of Directors will meet regularly and oversee strategic planning for the organization, including approval of the annual budget, prioritizing new business development opportunities and oversight of the DP's professional staff. The editorial operation will remain fully under student control, and the hiring and firing of student staff will remain solely in the hands of the students.

The DPAA has been crucial in planning this new governing structure and has elected the first 4 alumni directors: Michael Silver '75, Jean Chatzky '86, Chuck Cohen '89 and Randall Lane '90. We could not have asked for a better group of alumni, and I am confident that they will have a tremendous impact on improving the *The Daily Pennsylvanian*. For more on the new DP Board of Directors, I encourage you to read Mike's column on the back page of this report.

As for the DPAA, we will remain as active as ever, focusing on three key areas: 1) advising and training students, 2) communications and events for alumni and 3) fundraising. And over the past year, the DPAA has made great strides on all three of these fronts.

In the past year, there were many examples of DP alumni helping students. In the fall, the DPAA hosted its annual Steven A. Marquez Journalism Conference, where more than a dozen alumni journalists came to campus to meet with the current editorial staff of the DP. Each week this year, a different DP alum has provided a daily critique of that day's newspaper to the editors of the DP. In addition to continuing these sorts of activities, in 2014, the DPAA is planning some new ways of mentoring students, including a DP alumni career fair and a guest editor program, where DP alums spend a night editing the newspaper with the current student staff.

2013 was also a banner year for DP alumni events and communications. Over the summer, we held happy hours in cities all over the country. We sent out regular email newsletters with news and notes about what was going on at the DP, as well as with DP alums. And we had record engagement on our DPAA Facebook page, with hundreds of alumni uploading photos, sharing news and reading stories.

The past year was also a success on the fundraising front. Alumni donated approximately \$30,000 during the past year, up significantly from the previous year. This money not only covers the operating expenses of running the DPAA, including plan-

ning alumni events and our online alumni directory, but also covers other crucial programs, like our scholarship program that provides financial aid to students who work at the DP.

Moreover, last year, we specifically asked alumni to contribute money to pay for a much-needed technology upgrade at the DP. Once again, DP alums answered the call, with approximately \$15,000 in contributions earmarked for that program. These contributions will have a direct impact on the lives of students at the DP, as they get new computers (see photo on the front page) and software needed to produce a first-class product.

In 2014, we have a new project we are raising money for: student travel for reporting. Some of my fondest memories of my four years at Penn were on road trips as a sportswriter for the DP. I traveled to San Diego to cover Penn's opening football game. I got to sit courtside at Duke's famous Cameron Indoor Stadium, covering a Penn basketball game. And I am not the only alumnus who has great memories traveling to cover stories for the DP. DP alums have covered events ranging from presidential inaugurations to the Watergate hearings (see the photo of my DPAA Board colleague Martin Siegel in his student days, back page).

These events are not just fun for students; the best way to learn how to be a journalist is to leave the friendly confines of Penn and cover stories where they happen. Moreover, if the DP does not travel to cover

Some of my fondest memories of my 4 years at Penn were on road trips as a sportswriter for the DP.

State of the DP: change is the new constant

Last year in this column, I reported that the DP's financial picture was weak. Not exactly how-will-we-pay-the-bills grim, but not positioned for a sustainable long-term future, either.

Since then, almost every DP alum I've talked to has asked with concern for more information about the financial state of the organization. So I'd like to update you and provide some more details on our finances.

Over the past 12 months, I can't tell you we've solved the problems and righted the ship. But I *can* tell you we've been working hard to make changes, and that we've seen some positive signs.

We are still sailing into the same strong headwinds that continue to buffet the commercial newspaper world: fewer people choose a printed newspaper to get their news and information, fewer businesses choose a printed newspaper to reach the smaller audience of newspaper readers, and advertising on news websites and mobile apps does not nearly approach the revenue lost in print over the past five years.

So how bad are the finances? There is good news and bad news...

The bad news:

- The DP has lost money in each of the past 5 years. (We run on a fiscal year that ends June 30.)
- Last year, the loss was about \$110,000.
- This year, we've increase our spending in order to try to make more money. (More on that in a bit.)

The good news:

- Last year's loss was 13% smaller than the previous year. (Okay, that's not *really* good news, but it's a step in the right direction.)
- As of November 30, the DP has about \$2.9 million in its reserve funds. While some of those funds provide scholarships and awards, most of the nest egg is available to provide funds to cover short-term operating shortfalls.
- Investment income from the reserve funds is not counted in the DP's bottom line. The DP's investments have gained more than \$400,000 in the past year.
- Over the 5 money-losing years, only \$65,000 has been pulled from the reserves to provide operating funds.

These numbers document what we've been saying for the past few years: the DP is not on the verge of imminent collapse because of the strong reserves we (and the

stock market) have built over the past three decades. We are fortunate to have the luxury of operating with deficits for the short-term future, as we try to reshape our business revenues and expenses. But clearly, six-figure annual losses are not sustainable for the long-term future.

So how are we changing?

In the past, I've reported about budget cuts the DP has made — switching printers and reducing the paper's press run, eliminating a professional staff position, cutting student and professional staff pay, deferring capital spending, reducing travel, eliminating the open bar at the annual banquet, and many other smaller cuts — which have

It is not possible to continue to cut our way out of our financial hole... instead, we've been focused on trying to increase our revenues. And we're seeing some signs of success.

reduced expenses by more than \$450,000 over the past 5 years.

Unfortunately, it is not possible to continue to cut our way out of the financial hole, unless we are willing to make drastic changes to the DP operation.

Instead, we've been focused on trying to increase our revenues. And we're seeing some signs of success.

This past summer, we hired a full-time professional advertising sales representative to supplement the student staff in the advertising department. Student ad reps work about 8 hours a week, and most leave after a year, which limits our success in gaining and retaining advertising clients. With one full-time professional, we felt we could bring in enough additional revenue to more than cover the costs of employment.

We also spent six months studying how our clients typically advertise, and developing a significantly revamped set of advertising packages to deliver more value — more ads, more readers and hopefully more results — and more options encompassing both print and online.

We're only three months into implementation of some of our changes, and while the jury is still out, there are some encouraging signs.

Revenues from July 1 through November 30 are up about \$30,000 — 11% — compared

with the same period a year ago.

That's the first uptick in revenue we've reported in the past six years. And it's about 3% ahead of our budgeted revenue projections.

I'm not suggesting we've solved our financial problems. We need a longer time period to see if the gains are sustainable. It will take time to see if we can bring in enough new business to propel us out of the red. And even if we can significantly cut our deficits, it's not clear that our current print-dominated business model will be sustainable over the long term. But it's nice to have some glimmers of good news after being beaten down repeatedly over the past half decade!

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Changing direction for the DP is not as simple as selling more ads, of course.

Ads are tied to readership, which is tied to our content, our distribution of content and our marketing. The way people read content on a website is significantly different than the way people read a newspaper, or a mobile app.

Do we need more task-oriented websites and/or apps? How do we build audience engagement with our various products and publications? Should we develop new blogs on different topics? Should we pursue more revenue opportunities outside our publishing business?

So there's been lots of discussion inside the halls of the DP, and with many of our alumni, about both editorial and business development directions for 2014 and beyond.

Last year at this time, I announced the formation of several strategic planning committees of alumni and students, which led to numerous internal structural and process changes. The new Board of Directors was an outgrowth of those committees. It was created to infuse alumni expertise, continuity and longer-term planning into an organization that more than ever must look beyond the year-to-year terms of the student leadership. (See Mike Silver's column on the back page for more about the new board.)

I am indebted to the alumni who served on those committees in 2013, who have served on the DPAA Board of Directors, and who will now serve on the DP Board of Directors in 2014. We still have lots of work to do, and many challenges ahead, but I believe we have already breathed a new culture of change into the organization.

Challenges, Changes and Accomplishments

Our board came into 2013 with a clear mission to change things at the DP. And we did.

The DP hired its very first professional advertising representative; Finance started producing monthly goals and revenue reports; Marketing reincarnated from a moribund department into a functioning 10-person team; Under the Button, our BuzzFeed-esque site, moved out from under 34th Street Magazine as its own publication.

Within editorial departments, we split the managing editor position into two, cut our copy process by three or four steps, restructured our photo and design departments and set up a 24/7 breaking news duty schedule, all in an effort to publish better content, faster.

But if there's one thing I've learned about change this year, it's that it's not always a one-hit wonder.

The DP has changed, the news industry has changed, and Penn's students have changed, too. Managing editors now oversee six different departments — news, copy, photo, sports, design and video — and in the last five years, just one managing editor has come from the news department. Nearly 20 years after the DP's first website launched in 1995, new web tasks hot-potato around the office before they settle under an editor or reporter. And with soccer-cap-

tain/lead-soprano/valedictorian/head-debater freshmen sampling the DP along with the hundreds of other clubs on campus, we challenge ourselves everyday to come up with more enjoyable, satisfying and time-efficient jobs for staff.

This is the first board in several years to see revenue growth, but we are still operating at a deficit. Stories are uploaded more

This is the first board in several years to see revenue growth, but we are still operating at a deficit.

quickly, editors seem less stressed, but our content still struggles. We hired a Chief Technology Officer, fired him, and have somehow ended up with a fledgling team of devoted news developers at the end of it all.

Michael Silver, one of the incoming members of the Board of Directors, shared a piece of wisdom that has shaped how the 129th board is perceiving this past year. In 1973, the DP's editors invested in in-house typesetting equipment. Instead of bringing copy to the printing plant and cutting, pasting, laying out and typesetting the next day's paper there, we could do it all at the DP. The 1973 board made the big decision, but it was Michael's board that reaped the

benefits and started using the new system. The moral of the story here: some big changes take more than a year to accomplish.

For example, news content quality has been a top priority — editors, students and the DPAA Board have all raised concerns. If only the solution were as simple as telling reporters to just "do it better!"

The challenges we've inherited have taken years to develop, and they're going to take more than a year to fix.

This year, we pushed forward strategic change started by the previous board, amending the DP's bylaws to create a 5-student, 4-alumni Board of Directors, with whom the next student board will work. The DP, like every student

organization, suffers the curse of the one-year term; it's often difficult to transfer multi-year projects — the ones that sometimes really matter — from board to board. We will use the Board of Directors to bring the direction and continuity that will push through the changes the DP needs.

The last board ushered us in with a sense of urgency to get "online awesome," keep up the reporting — and make an extra \$120,000 while we're at it.

We've made progress on all three fronts, but there's far more ground to cover. The changes we've made this year set the foundation for the next board to keep moving forward.

Alumni briefs from the DPAA Facebook page

Howard Rubenstein '53 was named one of the Top 100 Influencers in New York City over the last 25 years by *The New York Observer*. Rubenstein was also presented with the CUNY Graduate School of Journalism's Distinguished Service to New York Award.

Leonard Launder '54 made one of the largest donations ever to The Metropolitan Museum of Art — paintings, drawings and sculptures valued at more than \$1 billion.

Rick Dunham '78 left his job as White House correspondent for *The Houston Chronicle* to take a job teaching journalism in China.

John Daniszewski '79 was named to the Pulitzer Prize Board.

Dave Lieber '79 was hired as a columnist for *The Dallas Morning News*.

Dick Stevenson '81 was named the Europe Editor for *The New York Times*.

Andrew Kirtzman '82 was named Senior Advisor for Communications and Public Affairs to the New York City Department of Education.

Eric Savitz '84 was named a partner at corporate communications consultancy Brunswick Group.

Robin Fields '89 was named managing editor of the investigative journalism non-profit ProPublica.

Bret Parker '90 was named Executive Director of the New York City Bar Association.

Meredith Stiehm '90 debuted her new television series, "The Bridge," on FX. It was renewed for a second season in September.

Dennis Berman '96 was named the Business Editor of *The Wall Street Journal*.

Dan Gingiss '96 was named Director of Digital Customer Experience at Discover Card.

Jane Havsy '96 won Best Deadline/Game Story at the National Soccer Coaches Association of America Writing Awards.

Jesse Spector '02 and Caroline Dube Spector '04 welcomed their first child, Alice. Spector was also named the new national baseball writer at *The Sporting News*.

Mike Vondriska '02 was married to John Ashworth in September.

Alex Koppelman '05 was hired as U.S. News Editor for *The Guardian*.

Shannon Jensen '06 received an Award of Excellence from Pictures of the Year International for her photo series entitled "A Long Walk."

Fred David '07 was married to Lauren Delaparte in June.

Rachel Feintzeig '07 was named the new management reporter for *The Wall Street Journal*.

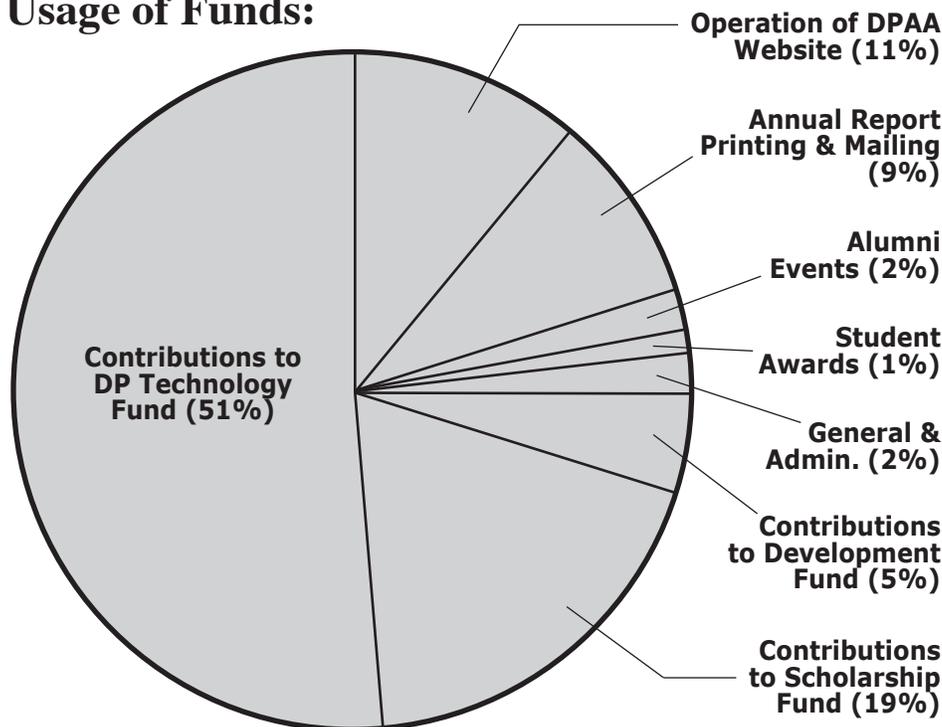
DP Alumni Association 2013 Financial Report

Over its three decades in existence, the DP Alumni Association has aimed to generate membership revenue to offset the costs of running the Association, with all excess revenue going to the DP's operating fund. Starting in 2013, the DPAA Board of Directors decided to identify a specific financial need for the DP each year, and to direct the DPAA's contribution to help fill the specified need. For 2013, the DPAA contribution went toward new computer equipment. In 2014, it will go toward a fund for student travel.

The number of memberships for 2013 was slightly lower than 2012, but alumni contributed significantly more money. Due to the generosity of DP alumni, the DPAA exceeded its goal of raising \$15,000 for DP technology upgrades. The contributions paid for 14 new Apple iMac computers.

**Total 2013
DP Alumni contributions: \$34,846**

Usage of Funds:



Eric Jacobs Scholarships at the DP

The DP's scholarship program was created in 2000 and named in honor of the paper's General Manager for his decades of work helping students. The Scholarship Fund was endowed with more than \$200,000 set aside by the DP. Alumni have added to the fund with contributions over the past decade.

A committee of DP alumni evaluates student applications and selects the scholarship winners. The number of students worthy of scholarships always exceeds what the DP's Fund can provide; the DP hopes to increase the Fund to aid more students in the future.

The impact of scholarships

This note came from a recent Eric Jacobs Scholarship recipient, on what it meant to receive a scholarship from the DP:

"There is simply no way I could write for the paper, maintain a work-study job, complete all my academic coursework and participate in my fraternity and other activities without this scholarship. The freed up time for academics and extracurricular activities has been key to my success at Penn thus far. Sometimes, we all just need a little necessary help, and this is exactly what this scholarship has been to me over the last two years."

Scholarships by the numbers

- Scholarships awarded in 2013: 5
- Value of scholarships awarded during 2013: **\$12,150** (a record)
- Value of the Scholarship Fund as of 6/30/2013: **\$321,164** (a record)
- Contributions by DP alumni to the Scholarship Fund (through \$10 of each DPAA membership donation or gifts specifically designated) in 2013 fiscal year: **\$5,790**

The Daily Pennsylvanian Alumni Association

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2013 Board of Directors

David Burrick '06
President

Martin Siegel '77
Vice President

Julie Steinberg '09
Secretary

Eric Dash '02
Rachel Feintzeig '07
Robin Fields '89
Rod Kurtz '02

Kent Malmros '00
Nick Plagge '01
Shawn Safvi '08
Jeff Shafer '06

Joel Siegel '79

DP Alumni Association 2013 Members

The editors, managers and staff of The Daily Pennsylvanian and the Board of Directors of the DPAA thank the 400+ DP Alumni who supported the DP and DPAA with membership gifts this past year.

<hr/> 1940s <hr/> Emery Wheeler Francis J. Carey Harold Shaffer Donald M. Solenberger Leonard Feldman Jack P. Schwebel Don Harrison <hr/> 1950 <hr/> George Curchin <hr/> 1951 <hr/> Joseph W. Salus II <hr/> 1953 <hr/> Herbert Carver Edward J. Greaney Michel T. Huber Thomas J. Scotese <hr/> 1954 <hr/> Robert S. Cohen Earl C. Conway Richard DeVan <hr/> 1955 <hr/> John M. Goshko Stanley P. Strauss <hr/> 1956 <hr/> Myron (Mike) A. Libien <hr/> 1957 <hr/> Dr. Robert B. Daroff George Satterthwaite II <hr/> 1958 <hr/> Merwyn S. Bear Carl C. Bowman Daniel Kristol Lloyd B. Swaim <hr/> 1959 <hr/> Joseph M. Bernstein Roger A. Blumencranz Gerard H. Cohen Mitchel B. Craner Malcolm R. Freedman Donald J. Grossman Robert L. Israeloff Lloyd Zane Remick Stephen H. Schultz	<hr/> 1960 <hr/> Frederick S. Allen, Jr. Robert Frost Alan S. Honig Richard Siegel <hr/> 1961 <hr/> Edward Farman Anthony Lyle Stephen J. Weiss <hr/> 1962 <hr/> Michael S. Brown Nelson I. Cohen Stephen Foster Melvin Goldstein Mark M. Jaffe Robert W. Pons Michael A. Varet <hr/> 1963 <hr/> Louis D. Bornstein Leon Butler Stephen A. Hurwitz William D. Iverson Benjamin H. Natelson Michael Alan Sand <hr/> 1964 <hr/> Eda Louise Hochgelerent Charles Horner Lawrence A. Jacobs Howard Marlowe Dan Rottenberg <hr/> 1965 <hr/> Allen J. Frazer Barry Lesch Susan Nagler Perloff Rick Rofman Robert A. Vort <hr/> 1966 <hr/> Stuart A. Friedman Stephen H. Klitzman Lance Laver Robert B. Rottenberg <hr/> 1967 <hr/> Naomi Lee Bloom Guy M. Blynn James A. Lowe Elliot B. Werner	<hr/> 1968 <hr/> Kathie L. Baldadian Carol Shlifer Clapp Lionel M. Schooler <hr/> 1969 <hr/> Phil Arkow William R. Burchill, Jr. Sue Lin Chong Neal Gosman Mark Lieberman Bill Mandel Berl Schwartz Eric Turkington <hr/> 1970 <hr/> Robert A. Savett <hr/> 1971 <hr/> Marvin Dash Andrew M. Fischer Jack L.B. Gohn Judith Gordon Clarence S. Greene Jr Arnold Holland David N. Kaye M. Stuart Madden Stephen J. Marmon Ted Naron Joan Marjorie Roller Mark I. Schlesinger Linda R. Silverstein Judith L. Teller <hr/> 1972 <hr/> Matthew B. Bogin Eric M. Wolf <hr/> 1973 <hr/> Robert B. Drumheller Arnold Eisen Thomas C. Papson Anita Sama Jim Schaffer Peter D. Schiffrin Philip Shimkin Michelle Zippel Steinhart Patricia M. Sze-Benash <hr/> 1974 <hr/> Edward Silverman Glenn Unterberger	<hr/> 1975 <hr/> James R. Kahn Daniel A. Kasle Ted Metzger Kenneth Scott Sheldon III Michael A. Silver <hr/> 1976 <hr/> Mitchell R. Berger Larry Field Chris Jennewein Lee Levine Eileen O'Brien Steve Stecklow Joseph N. Tissue Edward R. Wiest Jonathan Zimman <hr/> 1977 <hr/> Luther Jackson David E. Martin Bob Robert Paul Suzanne Rose Justin O. Schechter Martin Siegel <hr/> 1978 <hr/> Dan Akst Amy Borrus Teri Gross Cohen Steve Halpern Mark S Hyman Eliot Kaplan Gordon R. Schonfeld Ellen G. Van der Horst Ray C. Van der Horst <hr/> 1979 <hr/> Bill Altman Barri Bernstein Shelley Deutch Steven Dubow Beth Manes Heffron Maurice W. Heller Melody Kimmel Michael L. Lexton Dave Lieber Dan Rosenbaum Leslie G. Rosenberg Elizabeth Sanger Mark D. Seltzer Maria Shao Joel Marc Siegel	<hr/> 1980 <hr/> Arthur Buckler Richard E. Gordon Eric Jacobs Steven J. Shaber Randy Ford Taub <hr/> 1981 <hr/> Michael R. Breda David Elfin Deborah Kavesh Jagoda Nancy Wagner Navarro Bruce Rosenblum Cindy Shmerler Richard W. Stevenson <hr/> 1982 <hr/> Robert Seth Bachner Douglas P. Goudsward Lisa Green Scott Heller Martin Kimel Toni Lee Anne Scott Neborak Susan Schuval-Gold David S. Weiss <hr/> 1983 <hr/> Francesca Chapman David A. Gladstone Daniel Goldstein Bryan Harris Victoria Ruth Hill Randy Malamud Elissa Caterfino Mandel Kevin Penn Robert E. Shepard Rande Anmuth Simpson Donald Watnick <hr/> 1984 <hr/> David Dormont Lisa Goldberg Drozd Tony Edelstein Jimmy Guterman Leif Owen Klein Nina Liu Cynthia Chang Scanlan Debby Friss Scheinholtz Michael E. Weiner David Zalesne
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1985	1991	1996 cont'd	2002	2007
Lisa Block Cohen Stefan Fatsis Alec Harris Kevin M. Kelly Michael Naidus Stefanie Block Reed Lee Schalop	Samuel Engel Cheryl J. Family David A. Koff Samuel A. Perlman Lin A. Shearer Scott Waynebern	Gregory Montanaro Charles Ornstein Stephen Shapiro Beth C. Tritter Jed Walentas Jeremy Zweig	Mary K. Clarke-Pearson Eric L. Dash Dana Klinek Sharon Kunz Jeffrey Joseph Ryan K. Kelly Rod Kurtz Andrew Margolies Jonathan C. Margulies Cassandra Howell Reichert Brett B. Rose Sebastian Stockman J.J. Tiziou Michael R Vondriska	Sarah Buchanan Matt Conrad Rachel Feintzeig Jeffrey Brian Greenwald Josh Hirsch Kimberly Hsu Ryan Jones Zachary Levine Jason Schwartz Ian Zuckerman
1986	1992	1997	2003	2008
James P. Bodine Ellen Flax Steve Goldwyn Michael Grundeir Mary Ellen Crowley Crowley Huesken Robin B. Kerner Beth Ilene Roeltgen Joel Spenadel	Mike Cambareri John P. Di Paolo Michael Gavisar Noam Y. Harel Helen Jung Green Julie Kay Leopold Adam Levine Andrew James Rozmiarek Daniel A. Schwartz Jeremy Selwyn Peter H. Spiegel	Kara Blond Randi Feigenbaum Marshall Amy Lipman Prezant	William W. Burhop Rebecca Kahan Andy Klein Matthew Mugmon Tristan J. Schweiger Theodore David Schweitz Christine Zoh	Anne Dobson Parisa Bastani Howard Shawn Safvi
1987	1993	1998	2004	2009
Craig Coopersmith Alison R. Feldman Lisa Greene Rick Resnick Taub T. Swartz Carolyn J. Wennblom	David Black Christine Lutton Foster Joshua M. Gordon Matthew B. Klein Mitchell Kraus Jonathan Mayo Diana G. Tapper	Eric P. Goldstein Mike Madden Karen Pasternack	Steve Brauntuch Julia E. Cassidy Andrew DeLaney Donna Gentile O'Donnell Trevor Grandle Tammy Meister Madlen Read Dina Ackermann Wiesen Jennie D. Woltz	Vivian Adams Anthony Campisi Alex Raksin Nicholas Smith Wang Zoe Tillman
1988	1994	1999	2005	2010
Dan Bollerman Robert H. Chasen Jennifer A. Darnell Ed Gefen Thomas Hill	Kenneth Baer Eric D. Brotman Jonathan Connett Stephanie Desmon Fey Justin Foa Jeffrey M. Hurok	Jennifer Arend Marisa Katz Bellack Daniel J. Fienberg Mark Fiore Scott Lanman Kevin Lerner Roger Levenson Michael Mugmon Pelopidas Nicolaidis Jamie Palan Weinstein	Harry Berezin Avi Berkowitz Christopher George Anna Haigh Berry Conor O'Callaghan Ashley Rebecca Parker Saul Safdieh	Meredith Aska McBride Emily Babay Alissa Eisenberg Rebecca Kaplan Joshua Kay David Lei Brandon Moyses Paul Richards Julia Rubin Ashwin Shandilya Albert Sun
1989	1995	2000	2006	2011
Jay R. Begun Charles (Chuck) F. Cohen Robin Fields Ross Kerber Doug Kremer John Peyton Kenneth Neil Scheer	Jeremy M. Brosowsky Eric Einstein Joshua P. Friedman Tracy Gitnick Herriott Gabriele Marcotti Jane Reisman Adam Rubin Marc Saiontz Mark Suter Dwayne Sye	Josh Callahan Lindsay Faber Chiat Kent Malmros Chetan Mehta Jeremy Reiss Ian Z. Rosenblum Randi Rothberg Brian Weinstein	Alex Bellos David Burrick David Goldman Matt Jones Sara Levine Molly Petrilla Jeff Shafer Haley Shapley Jonathan Tannenwald Cynthia Tin Wai Yeung Garrett Young	Rachel Baye Jon Christman Rachel Cohen Michael Gold Naomi Jagoda Kristina Lee
1990	1996	2001		2012
Ira A. Apfel Rachel F Elson Mike Finkel Deborah Abrams Kaplan Randall Lane Bret Parker Alan Schwarz Jay Seliber Greg Stone Alex Sutton Howard Zalkowitz	Dennis K. Berman Luke DeCock Daniel Gingiss Jane Allison Havsy Jeremy Kahn	Binyamin Appelbaum Nicholas S. Barnhorst Brooke Schreier Ganz Ben Geldon Seth Grossman Rick Haggerty Seth Y. Isenberg Malka Rabinowitz Katzin Thomas Lombardi Andrew P. McLaughlin Eric L. Moskowitz Nicholas Chuva Plagge Edward Sherwin		Prameet Kumar Samantha Sharf Calder Silcox
				2013
				Kiley Bense

Note: this list does not include alumni who have contributed since November 1, 2013 for 2014 memberships

New Board: Stronger writing, finances for DP

We're living in a transformational age for media, and there's little doubt that the DP needs to accelerate its own transformation to thrive as a meaningful activity for its members and a service to the campus community.

That's the attitude of the four alumni directors who will join five student editors and managers on the new Board of Directors. All of us have terrific memories of our own time at the DP and want to help assure the organization's future by improving its journalism, stabilizing its finances and boosting its digital savvy.

Our intention is to work with the student managers to modernize the DP to better compete for audience and advertisers. While it's typically the case in some campus activities that alumni are wedded to the past while students are eager to shake things up, it's the DP alumni group that has pushed for bigger and faster change.

Building on the work of an alumni strategic planning committee formed earlier this year, the alumni directors are focused on several key areas:

- Strengthening the commitment to inquisitive reporting, bright writing and

The DP's new student/alumni Board of Directors takes charge of the company in January, but the four alumni elected to serve on the Board have spent the past several months engaged in learning about the DP's operations.

The four alumni directors are Michael Silver '75, consultant, long-time Tribune New Media executive; Jean Chatzky '86, financial editor, NBC Today show, author and freelance journalist; Chuck Cohen '89, managing director, Benco Dental Co.; Randall Lane '90, editor, Forbes magazine.

Here, Michael Silver, who chaired the strategic planning committee which preceded the creation of the new Board of Directors, talks about the challenges that lie ahead.

strong editing. In today's environment, where any other news source in the world is merely a click away, the DP must grab and hold the attention of its core campus readership. Some of the essential muscles required for dynamic journalism seem to have atrophied in recent years as the staff has grown larger and the leadership structure more diffuse.

- Building a continuously fresh online presence on its website and in social media that complements a livelier print edition. The DP has lagged behind professional media in developing a strong digital presence. This does a disservice to the Penn community — and is a missed opportunity for DP staff to build skills in digital journalism and digital marketing.

- Boosting revenue in print, online and

new ventures. Advertisers are much more cautious these days and the DP student and professional staffs need to be able to sell more advertising to a more diverse set of customers. With print advertising slipping and web site ads unlikely to fill the gap, we also need to consider new, non-traditional funding sources.

- Tighter business management. The DP has a strong financial cushion that has so far shielded it from harsh cutbacks — but multiple years of six-figure losses can't be sustained indefinitely. As a start, we've prompted the DP to begin focusing more on financial tracking and will soon begin more rigorous budgeting and contingency planning.

The alumni directors are mindful of the DP's legacy of student control. We're also appreciative of the smart and dedicated team of student editors and managers and the very hard work of the professional staff. Our intention isn't to micro-manage, but to instead be a consistent resource to get the DP in shape for a new, more challenging media environment.

We'll keep you posted.

BURRICK, from page 2

important news events off campus, many of these stories will not be told.

Unfortunately, due to the tightening of the DP budget I discussed earlier, the student travel budget for reporting has been greatly cut. This is why we are calling on alumni to help supplement this fund. We are seeking to raise \$15,000, which will provide financing for students for years to come. I encourage anyone who, like me, has benefitted from travel experiences at the DP to be as generous as possible.

In conclusion, thank you to all DP alumni who have given back to the DP over the past year, either by donating their time or hard-earned money, or both. While 2013 was a great year for the DPAA, I look forward to making 2014 even better.

Thank you in advance for your generosity, and may the new year be an even better one for you and *The Daily Pennsylvanian*.



Traveling for the news, circa 1973: DP freshman reporter Martin Siegel '77 on Capitol Hill speaking to Sam Dash, co-chief counsel for the Senate Watergate Committee. "This is what launched my DP career," says Siegel, who rose to DP Managing Editor. He is a longtime attorney for the Pennsylvania Department of Environmental Protection.