

Daily Pennsylvanian Alumni Association *2014 Annual Report*

Now in its third year, here is your copy of the DP Alumni Association Annual Report. 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 2014 membership year.

Some of you have asked why we take the time and the expense of printing and mailing this report, rather than simply posting it online. After all, we 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 of our alumni regularly follow us online — stats show that fewer than 50% of our alumni read each email newsletter we send out — so this mailed publication attempts to reach our widest possible audience of DP alumni in order 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 Taylor Culliver, DP General Manager Eric Jacobs, DP Board of Directors Lead Alumni Director Michael Silver; a list of DPAA 2014 contributors; and a report on the DPAA's finances this past year — and the exciting summer journalism scholarship program that is our fundraising target for this year.

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

The DPAA Board of Directors
December, 2014



The year in pictures

Above left and below: September's 29th annual DP alumni-led Steven A. Marquez Journalism Conference

At right: August gathering of DP alumni in Los Angeles as part of the multi-city summer happy hour series.



Alumni fund for student travel a big success; Next goal: building a summer internship fund

In my note to DP alumni last year, I stressed the importance of alumni contributions to the long-term viability of The Daily Pennsylvanian. And I am proud to say that our alumni stepped up in a big way.

Last year, we saw a record \$36,071 in alumni contributions from 386 of you. Of that money, \$7,310 went towards our Eric Jacobs scholarships for students who need work-study jobs to pay for college, but don't have time due to their commitment to the DP. Additionally, \$19,650 of donations went towards a newly-created fund that will allow for student journalists to travel around the country to cover stories for the DP over the next few years.

And financial donations were not the only way DP alumni stepped up in 2014.

Dozens of alumni journalists helped train DP students throughout the year. More than a dozen alumni came to campus in September for our long-running — this was our 29th year! — Steven A. Marquez Journalism Conference. We also debuted a Journalism Boot Camp in January to help new editors and beat reporters get a jump start on core journalism skills.

We also created a new Visiting Journalists program to bring DP alumni who are working journalists into the DP office on Sunday afternoons and evenings to help train and counsel editors and reporters. We also continued our popular alumni critiques of the paper, in which an alum-journalist reads the paper every day for a week and sends a written critique to the editors. Both programs have become very

popular with DP students.

Several of our alumni organized happy hours for alumni around the country. And other alumni helped advance the career aspirations of current DP students, either by hiring the students or by providing them with career advice across a number of fields.

So on behalf of the DP Alumni Association Board, as well as the DP's students and professional staff, let me thank you for your support, in all the many ways it was offered, this past year.

That said, I also want to stress that contributions to the DP this year are just as crucial as they were last year.

In the past year, the DP took large steps to get its financial house in order. This included eliminating two professional staff positions, as well as ending the Friday print edition of the newspaper. These decisions, while difficult, have put the company back on the path toward profitability.

While it is important for the DP to be on sound financial footing, as alumni, we feel it is equally important to not only maintain the great student experience at the DP, but to also enhance it. And this year's fundraising project seeks to do just that.

During the current 2014-15 fiscal year, the DPAA Board of Directors has decided to raise money to create a sustainable summer internship program for DP students, in which a DP student is guaranteed a position at a leading media company and provided

with funding to cover the costs of living for a summer. This scholarship/internship program targets up-and-coming underclassmen, who typically would have a hard time landing journalism internships which target juniors and graduates, so they can come back to the DP in the fall and share what they learned in their internships with the rest of the DP staff.

This initiative builds on a scholarship fund that was created by a \$50,000 gift from DP alum Donald Nieman '49 before he passed away in 2009. This past summer, we piloted the scholar-

ship/internship program with three students, with our alumni securing them positions at organizations such as the New York *Daily News* and New York *Observer*. As you can read from their testimonials below, the program was a huge success. And I'm happy to note that, exactly as intended, each of the three students has recently been elected an editor on the 131st board for 2015.

We now need your contributions to increase the Neiman Scholarship Fund to a level that will make this program sustainable so that we can run this internship program every year and eventually increase the number of students involved. Our goal is to raise at least \$20,000 for the fund this year.

So thank you again for your support this past year — and thank you in advance for your help in the year to come.

Our 2014-15 goal: to raise \$20,000 for a scholarship fund for student summer journalism internships.

Summer scholarship/internship students speak...

Alex Sternlicht

DP position for 2015: 34th Street Magazine Editor-in-Chief

From my summer DPAA internship at the New York *Observer* I've learned more than I could've ever hoped — from journalism, to publishing, to web production. I am excited to take my newfound knowledge and experience at the *Observer* back to the DP and 34th Street.

I am so happy that I got a chance to

The DPAA's 2014-15 fundraising target is a fund to pay for DP freshmen and sophomores to have summer journalism internships. We asked the three students who were our inaugural participants in the summer 2014 pilot program to talk about how the program impacted them.

work at the *Observer*. Because of the size and the nature of the publication, I was able to do more in my summer as an intern than I could've expected at many entry-level editorial positions. At the *Observer*, if I pitched it, I could write it. That meant interviewing my favorite musician in the

studio, attending red carpet events, following around an eleven-year-old DJ, setting the record straight for a high school's ex-student body president and so much more. The experience

has truly diversified my writing style and expertise.

The most significant thing I've learned here and that I'd like to bring back to the

See *INTERNS*, page 4

Looking back on a year of major changes

The new Board of Directors, a mix of students and alumni, was created to help the DP address long-term strategic challenges that have been hard to tackle with student-only boards that are somewhat limited because of their one-year window to act.

But I don't think anyone involved expected the massively impactful changes — the downsizing of the professional staff and the elimination of the Friday print edition of the DP — the new Board adopted in its first six months.

In the months that followed, a number of DP alumni have asked me for more details and explanations about the changes, and I'd like to use this space to try to add more color to the major changes and where we now stand several months downstream.

Disclaimer: I sit on the Board of Directors as a non-voting member, but don't speak here on behalf of the Board. The two major changes weren't my ideas, and I wasn't in agreement with the Board on everything — but I do understand the reasoning, and I've been working every day since the spring to help implement the new vision.

The first shoe to drop was the restructuring of the professional staff that I head. Two years ago, a committee of alumni and the DPAA's Board helped us set in motion a plan to try to increase revenues by hiring a full-time advertising salesperson. We did so in August 2013, but the experiment proved to be short-lived. When the new DP Board of Directors convened at the end of January, we were seeing some positive signs of revenue growth, but not

enough to convince anyone we'd be able to eliminate our \$100,000+ deficit anytime soon. Reversing

the recommendation from the previous year, the new Board decided to pursue a strategy of slashing costs in order to re-align expenses with current revenues.

While almost every area of expense for the DP had been cut over the past five years, the professional staff was largely unchanged, and an ever-higher percentage of the DP's shrinking budget. The only way to make a sizeable dent in the DP's deficits was to make a significant cut in professional staff expenses.

The newly-hired salesperson was eliminated, but because that was a revenue-

producing position, it did little to improve the bottom line.

The much more painful cut was deciding to eliminate one of the four remaining professional staff positions. The Board ultimately decided to eliminate Dave Graham's position, while retaining me, Operations Director Katherine Ross and Office Manager Donna Kuzma.

In the reorganization, I took on financial duties from Katherine, Katherine took on sales and marketing duties from

Dave, Donna took on advertising design and printer coordination from Dave, and a new student manager took on circulation duties from Katherine.

Dave had worked for the DP for just shy of 21 years — ironically, I had just honored him at the DP's annual staff banquet in January for 20 years of service — and anyone who has worked for a company that has downsized staff can appreciate how difficult that is on both the departed and the staff that remains. I want to express my gratitude to Dave for handling the situation professionally and for helping the rest of us make as smooth a transition as possible.

Many of you who know Dave have asked for an update on how he's doing. The DP gave Dave a generous severance package for his long service to the organization to

help him land on his feet. He is now selling advertising in New Jersey for a division of Gannett, and is doing well.

The Board's other major decision in May was to eliminate the Friday print edition of the DP. Alumni have questioned whether there were other ways to cut costs, and how this furthers our quest to become a more online-thinking organization.

Let me first say that this decision was *not* driven by financial concerns. Although it does produce savings of about \$35,000 in printing and distribution, it was not adopted as a cost-cutting move.

This was a move to bring about culture change at the DP. The DP has been unsuccessful at getting students out of largely

following their predecessors: following a print-first mentality that drives everything from story ideas, planning, production workflow, and work schedules.

Various groups of editors over the past 5-7 years have tried to break the mold in small ways, and all have ultimately failed. We were still producing a print-first publication,

with the entire workflow built around cranking out the next day's print edition. When there was a shooting or death or major

story, everyone pulled together and worked to maximize use of the website and social media, but with routine news, we were still mostly a printed paper with a website tacked on as an afterthought.

A visit to the DP on a publishing night would look remarkably similar to any DP alum from the past 40 years (since the DP began producing pages in-house); although computer technology has significantly changed some of the production methods, the basic workflow — from an early-evening story-planning meeting to late-night final proofreading — looks remarkably similar to my days as an editor in the late 1970s.

Posting content online and promoting it via social media have been grafted on over the years, but most work at the DP still followed a print-driven workflow.

Incremental change was not working; more significant change was needed for the DP to remain relevant in a world that has experienced disruptive change in media consumption.

Layer on top of this that today's students are, well, *different*. Yes, every generation says this about their successors! But today's Penn students are tangibly different than the students of the 70s, 80s and 90s.

For one, students today tend to be significantly involved in more activities. Today's Ivy Leaguers were encouraged to be over-achievers involved in everything all through school — so they arrive at college expecting to be involved in *lots* of activities. The DP staff is larger than ever, but most are involved in multiple activities and put in fewer hours at the DP.

And in an era when a Penn education

The move to eliminate Friday print editions is a bid to change the workflow, the thinking, and the culture at the DP.

After losing more than \$100,000 in 5 of the last 6 years, the DP is operating slightly above break-even through November.

2014: Big changes to move the ship forward

I showed up on the scene at the beginning of the year with four broad goals in mind:

- train our student staff members to be the best they can,
- hold each other accountable for getting things done,
- create a culture of pride in our work and loving what we do, and
- increase our relevance on campus in every aspect of what we do.

I am happy to report that, after a year of drastic steps taken, the 130th Board of Editors and Managers is on its way out having pushed the needle on all of those goals — and I feel extremely proud of how far we've come in such a short time.

We made necessary expense cuts in the realm of the professional staff, shrinking a five person staff down to three, restructuring responsibilities in the process. We revamped the entire business side of the company, creating new promotions, analytics, and circulation departments to bring our

business operations into the 21st century media organization it should be. We created the Innovation Lab to encourage an innovative culture and push the status quo. We cut the Friday print edition and redesigned our websites in order to focus more on our digital presence.

None of these moves have come without their fair share of challenges and bruises.

We're building a completely new ship. A new way of thinking for a new time. I will shout from the rooftops that we all absolutely have a ship to be proud of.

The professional staff is still transitioning, slowly but surely. We need to do better at creating compelling and relevant content in order to be a 'must read' for the Penn community. Pickup rates for the print edition continue to decline, with no clear path for regrowth. We still haven't hit the nail on the

head in terms of our digital strategy, and we haven't used our newly gained time on Thursdays to think about the bigger picture. There's still a lot to be done and to improve — as is always the case here at the Pink Palace.

I know sentiment about the DP's future has been mildly pessimistic among some of its alumni for awhile now, as you've watched board after board of students take the reins without much progress to show at the end of each year — a ship slowly sinking.

I would say that we've successfully turned the ship around and we're now headed in the right direction, but that would be too easy.

We're building a completely new ship. A new way of thinking for a new time. I will shout from the rooftops that we all absolutely have a ship to be proud of, and I hope you're all on board for what I know is only the beginning of a revolutionary time for the DP and the students who will continue to move this new ship forward.

INTERNS, from page 2

DP and Street is a lack of inhibition. If you are interested in something or someone, you should write about it. No matter how daunting, how famous or how implausible it seems to land an interview—you must try.

Thank you so much for the wonderful summer. My experience at the *Observer* has been nothing short of life changing. I cannot express my immense gratitude to the DP, the DPAA and the Donald Neiman Scholarship for this amazing opportunity. I truly cannot wait to use my newfound skills and robust editorial knowledge as I continue my journalistic career at the DP and 34th Street.

Jill Castellano

DP position for 2015: DP Managing Editor

The most valuable thing that I took away from my time at the *Daily News* was how to write stories *people want to read*, rather than stories I want to write. Of course I can write something I'd be interested in, but journalism is really about making others interested in things they may not care much about. Being at a publication like the *Daily News*, which prides itself on keeping readers glued to the page (albeit sometimes in extreme or inappropriate ways), really helped

me get in this mindset. *Every* story has a catchy lede and an interesting angle.

The *Daily News* is also known for being New York's picture paper, meaning pictures are always as important as the stories. In fact, one can't even publish a story online unless there is a picture attached; the computer system won't allow it. I was responsible for making sure each story had a picture. This is something that we can work on at the DP. Oftentimes, I think DP writers could find photos or take photos that would work for their stories, but don't prioritize thinking of images.

This internship taught me so much about being a professional journalist, including the challenges faced and the ways publications try to overcome them. It was a little crazy, sometimes running around the city reporting on breaking news, sometimes in the courthouse, and sometimes in the office trying to come up with something to write. But that means it was never boring.

I thank all of those who had a part in making this internship experience possible for me.

Lauren Feiner

DP position for 2015: City News Editor

They say that journalism is a dying industry, but my time spent at a New York

news outlet this summer was vibrant and lively. My internship at the New York *Observer* solidified my desire to be a part of the fast-paced and ever-evolving job of telling stories and uncovering truths. This desire would not have been realized without the generosity of the DPAA in granting me the Donald Neiman Scholarship.

As a rising sophomore and one-semester beat reporter at the DP, my only exposure to the inside of the journalism world prior to this summer had been restricted to our office on Walnut Street and lectures from professors and alumni. While these are still incredibly valuable, just being able to work in a professional newsroom was an experience that greatly influenced the way I now think about journalism.

One thing my fellow scholarship recipients and I discussed was the importance of collaboration between the DP news department and 34th Street Magazine. At the *Observer*, if I sent my editor a pitch that worked better for the site's tech page or real estate section, she would direct me to send the pitch to the appropriate editor. There is no reason why the DP and 34th Street cannot work together in the same way. It's time to make the DP a publication that even more students are eager to both read and write for.

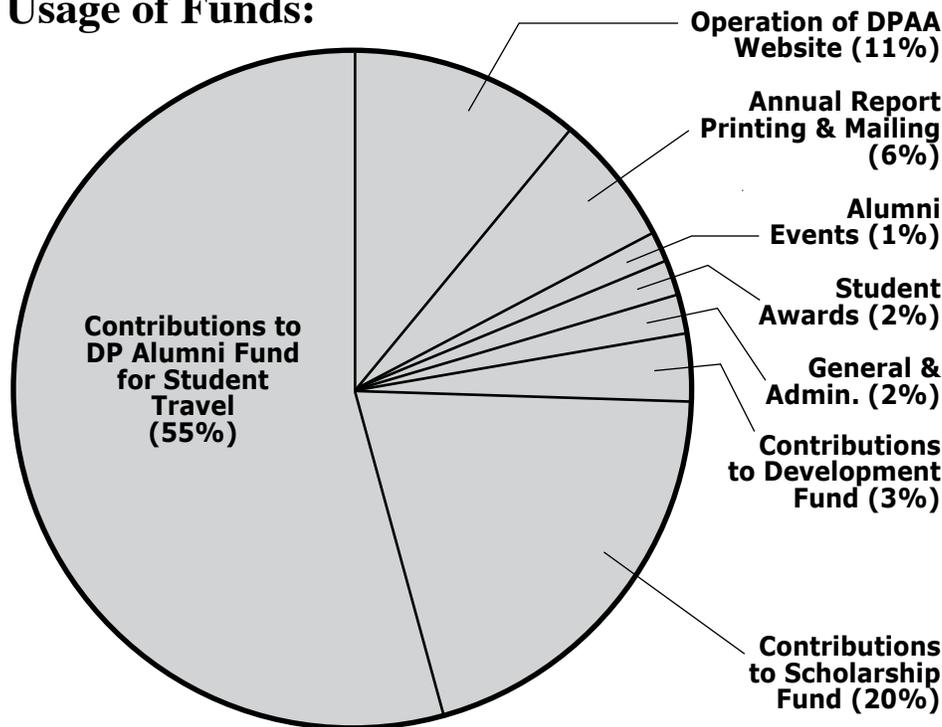
DP Alumni Association 2014 Financial Report

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 fiscal 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. In 2013, the DPAA contribution went toward new computer equipment. In 2014, it created the DP Alumni Fund for Student Travel. In 2015, DPAA contributions will go to the Donald Neiman Scholarship Fund to pay DP students for unpaid summer journalism internships.

For our 2014 fiscal year, which ended on June 30, DP alumni contributed a record amount of money to support the organization. Due to the generosity of DP alumni, the DPAA exceeded its goal of raising \$15,000 for a DP student travel fund. The fund will cover student reporter and photographer travel costs for the next three or more years.

Total 2014 DP Alumni contributions: \$36,071

Usage of Funds:



costs upwards of a quarter million dollars, achieving top grades is a higher priority for them and/or their parents. Many fewer are willing to commit 8 hours a night, 5 days a week, to the DP as many have done in the past.

Now overlay onto that that we need them to do more, *much* more: to produce content for a website throughout the day, not just in one burst around mid-night each night — and on Fridays and weekends, too. And to individually and institutionally use social media to attract readers and engage an audience.

The move to eliminate Friday print editions came about as a solution to how to do more with creating web-first content, with video, with social media, etc. when there appeared to be no way to get more work out of a staff that was maxed-out producing five print editions per week. It's a bid to change the workflow, the thinking, and the culture at the DP.

The DP staff was already working on major overhauls of the DP.com and 34st.com websites for the start of the fall semester. Combining new 7-day workflows with a revamped and revitalized web presence was seen as a way to move forward, rather than feeling like a retreat from print.

Why Fridays? Many fewer Penn students take classes on Fridays nowadays, making it harder for us to get a paper in their hands — especially off-campus students who might not even venture into a campus building on Fridays. And making Thursday our last print edition of the week meant that Thursday's fatter paper, with 34th Street Magazine included, would remain in the newsracks for those who pick up a paper over the weekend.

As we complete the first semester following these changes, some results are already clear while the jury is still out on others.

Financially, we have largely succeeded in rightsizing the business. For the first time in 7 years, the DP is operating slightly above break-even through November.

The Friday change is still largely a work in progress. This fall, not as much content was posted online on Fridays and weekends as anticipated, but the new board of students taking over in January is aware that more changes are needed.

When I write you at this time next year, we should be able to better judge if we achieved our goals or erred in giving up a day of print.

The Daily Pennsylvanian Alumni Association

4015 Walnut Street
Philadelphia, PA 19104

E-Mail: dpaa@theDP.com
Website: DPAlumni.com

Note our new phone numbers
Phone: (215) 422-4640
Fax: (215) 422-4646

2014 Board of Directors

David Burrick '06
President

Martin Siegel '77
Vice President

Julie Steinberg '09
Secretary

Eric Dash '02
Robin Fields '89
Rod Kurtz '02
David Lei '10

Mike Madden '98
Nick Plagge '01
Adam Rubin '95
Joel Siegel '79

DP Alumni Association 2014 Members

The editors, managers and staff of The Daily Pennsylvanian and the Board of Directors of the DPAA thank the approximately 400 DP alumni who supported the DP and DPAA with 2014 membership gifts.

The list covers contributions during the DP's July 1, 2013 through June 30, 2014 fiscal year.

Within each contribution tier below, names are listed by Penn class year, and alphabetically within year.

Names preceded by an asterisk () represent members of the DPAA's new Front Page Society, which recognizes members who have made contributions in the past three consecutive fiscal years.*

Patron's Circle Gifts of \$2,000+

*Justin Foa, 1994
*David Goldman, 2006

Benefactor Gifts of \$500 - \$1,999

*Alan Honig, 1960
*Bryan Harris, 1983
Steve Berkowitz, 1986
*Charles (Chuck) Cohen, 1989
*Alex Sutton, 1990
*Dwayne Sye, 1995
*Jeremy Zweig, 1996
*Vivian Adams, 2009
Rachel Cohen, 2011

Sustaining Member Gifts of \$250 - \$499

Robert Elegant, 1946
Howard Rubenstein, 1953
*Dr. Robert Daroff, 1957
*Gerard Cohen, 1959
*Michael Varet, 1962
*Thomas Papson, 1973
Daniel Kasle, 1975
*Lee Levine, 1976
Michael Nathan, 1978
Theodore Reiss, 1979
*Mark Seltzer, 1979
A. Caporizzo, 1982
Ken Rosenthal, 1984
*Stefan Fatsis, 1985
Michael Naidus, 1985
*Craig Coopersmith, 1987
*Jeremy Selwyn, 1992
Matt Selman, 1993
*Daniel Fienberg, 1999
*Jamie Weinstein, 1999
*Brian Weinstein, 2000
*Binyamin Appelbaum, 2001
*Rick Haggerty, 2001
Matthew Rand, 2001

*Andrew Margolies, 2002
*Michael Vondriska, 2002
Kimberly Stonehouse, 2004
Ian Zuckerman, 2007
Peter Lui, 2011

Contributing Member Gifts of \$100 - \$249

*Harold Shaffer, 1946
Leonard Feldman, 1947
*Earl Conway, 1954
Jerome Makowsky, 1956
Lloyd Swaim, 1958
*Mitchel Craner, 1959
*Donald Grossman, 1959
Anthony Lyle, 1961
*Benjamin Natelson, 1963
Charles Horner, 1964
Judd Levy, 1964
Howard Marlowe, 1964
*Dan Rottenberg, 1964
*Stuart Friedman, 1966
*Stephen Klitzman, 1966
*Lance Laver, 1966
*Sue Lin Chong, 1969
*Clarence Greene Jr, 1971
*Judith Teller, 1971
*Scott Sheldon, 1975
*Chris Jennewein, 1976
Michael Leibowitz, 1976
*Steve Stecklow, 1976
*Joseph Tissue, 1976
*Jonathan Zimman, 1976
Luther Jackson, 1977
Seth Rosen, 1977
*Justin Schechter, 1977
*Dan Akst, 1978
*Amy Borrus, 1978
*Mark Hyman, 1978
Rhonda Orin, 1978
Jonathan Quint, 1978
*Ellen Van der Horst, 1978
*Ray Van der Horst, 1978
Jeff Barker, 1979
*Steven Dubow, 1979

*Joel Siegel, 1979
*Richard Gordon, 1980
Rob Dubow, 1981
*Deborah Jagoda, 1981
David Henkoff, 1982
Eric Brachfeld, 1984
Peter Canellos, 1984
Eric Savitz, 1984
Lisa Cohen, 1985
*Mary Ellen Crowley Huesken, 1986
Will Martyn, 1986
Andrew Beresin, 1987
*Rick Resnick, 1987
Lori Weil, 1988
Alan Axelrod, 1990
*Mike Finkel, 1990
*Howard Zalkowitz, 1990
*Cheryl Family, 1991
Jenny Libien, 1991
*Noam Harel, 1992
*Julie Leopold, 1992
*Adam Levine, 1992
*Peter Spiegel, 1992
Kurt Apen, 1994
*Kenneth Baer, 1994
*Justin Foa, 1994
Kim Freeman, 1994
*Eric Einstein, 1995
Ben Myers, 1995
*Adam Rubin, 1995
*Dennis Berman, 1996
*Luke DeCock, 1996
*Daniel Gingiss, 1996
*Stephen Shapiro, 1996
Adam Mark, 1997
*Mike Madden, 1998
H. Scott Miller, 1998
*Scott Lanman, 1999
*Roger Levenson, 1999
*Michael Mugmon, 1999
Josh Heald, 2000
*Chetan Mehta, 2000
*Ben Geldon, 2001
*Andrew McLaughlin, 2001

*Edward Sherwin, 2001
*Rod Kurtz, 2002
*Jonathan Margulies, 2002
*Brett Rose, 2002
*William Burhop, 2003
Andrew DeLaney, 2004
Amy Potter, 2004
Rachel Zamoiski, 2004
Christopher George, 2005
Alex Bellos, 2006
*David Burrick, 2006
*Matt Jones, 2006
*Jeff Shafer, 2006
*Rachel Feintzeig, 2007
*Josh Hirsch, 2007
*Jason Schwartz, 2007
*Parisa Howard, 2008
David Gurian-Peck, 2010
*Joshua Kay, 2010
Brandon Moyses, 2010
*Albert Sun, 2010
Emily Kuo, 2013

Friend of the DP Gifts up to \$99

Philip Rothblum, 1943
*Francis Carey, 1945
Donald Solenberger, 1946
*George Curchin, 1950
Leonard Dome, 1952
*Herbert Carver, 1953
Bernard Goldstein, 1953
Edward Greaney, 1953
*Michel Huber, 1953
Fred Walters, 1953
*Richard DeVan, 1954
Norm Schonfeld, 1955
John Smith, Sr, 1955
Alan Ackerman, 1956
*Myron (Mike) Libien, 1956
*Merwyn Bear, 1958
*Carl Bowman, 1958
Daniel Kristol, 1958
Stephen Heyman, 1959
Steven Ivins, 1959

*Stephen Schultz, 1959
*Frederick Allen, 1960
*Robert Frost, 1960
Richard Siegel, 1960
Edward Farman, 1961
Stephen Weiss, 1961
*Stephen Foster, 1962
*Melvin Goldstein, 1962
*Stephen Hurwitz, 1963
*Michael Sand, 1963
Joan Chodosh, 1964
*Eda Hochgelerent, 1964
Andrew Kinzler, 1964
Sharon Schlegel, 1964
Jeffrey Weinsten, 1964
*Allen Frazer, 1965
Mary Hadar, 1965
*Barry Lesch, 1965
Susan Perloff, 1965
Rick Rofman, 1965
*Robert Vort, 1965
*Robert Rottenberg, 1966
Naomi Bloom, 1967
Kathie Baldadian, 1968
Carol Greco, 1968
Donald Morrison, 1968
Michael Neiditch, 1968
*Lionel Schooler, 1968
*Phil Arkow, 1969
*William Burchill, 1969
Ellen Coin, 1969
*Mark Lieberman, 1969
*Bill Mandel, 1969
Norman Roos, 1969
Eric Turkington, 1969
*Marvin Dash, 1971
Jack Gohn, 1971
*Judith Gordon, 1971
*David Kaye, 1971
*M. Stuart Madden, 1971
*Stephen Marmon, 1971
Ted Naron, 1971
*Joan Roller, 1971
*Mark Schlesinger, 1971
Sandra Sosinski, 1971
Susan Stone, 1971
Stephen Levene, 1972
*Eric Wolf, 1972
Robert Drumheller, 1973
*Anita Sama, 1973
*Jim Schaffer, 1973
*Philip Shimkin, 1973
Dean Surkin, 1973
*Edward Silverman, 1974
*Glenn Unterberger, 1974
*James Kahn, 1975

*Michael Silver, 1975
Michael Rosenman, 1976
Wayne Strouse, 1976
Edward Wiest, 1976
Cynthia Frost, 1977
*David Martin, 1977
*Suzanne Rose, 1977
*Martin Siegel, 1977
*Teri Cohen, 1978
Loren Feldman, 1978
*Eliot Kaplan, 1978
*Gordon Schonfeld, 1978
Rebecca Weinstein, 1978
Philip Wiest, 1978
*Barri Bernstein, 1979
Jonathan Lansner, 1979
*Dave Lieber, 1979
*Elizabeth Sanger, 1979
*Maria Shao, 1979
*Eric Jacobs, 1980
Barbara Shulman, 1980
*Michael Breda, 1981
*David Elfin, 1981
Joan Harrison, 1981
*Nancy Navarro, 1981
*Bruce Rosenblum, 1981
Douglas Goudsward, 1982
*Lisa Green, 1982
*Toni Lee, 1982
Barron Lerner, 1982
*Anne Neborak, 1982
*Francesca Chapman, 1983
Peter Filderman, 1983
*David Gladstone, 1983
Robin Miller, 1983
Philip Rothschild, 1983
*Donald Watnick, 1983
David Dormont, 1984
Jimmy Guterman, 1984
Michael Ungerleider, 1984
*David Zalesne, 1984
Betsy Fleischer, 1985
Alec Harris, 1985
Christian Lehmbeck, 1985
Martin Lessner, 1985
*Lee Schalop, 1985
Andrew Schut, 1985
James Bodine, 1986
Jean Chatzky, 1986
*Ellen Flax, 1986
Steve Goldwyn, 1986
*Michael Grundei, 1986
*Joel Spenadel, 1986
Christopher Downey, 1987
*Alison Feldman, 1987
Adam Gordon, 1987

*Dan Bollerman, 1988
*Robert Chasen, 1988
Ed Gefen, 1988
Ruth Masters, 1988
Tricia Obester, 1988
*Jay Begun, 1989
*Doug Kremer, 1989
Jon Wilner, 1989
*Ira Apfel, 1990
Adam Cohen, 1990
Barry Dubrow, 1990
Jennifer Gwartz, 1990
David Kekst, 1990
*Bret Parker, 1990
*Samuel Engel, 1991
Samuel Perlman, 1991
Helen Jung-Green, 1992
*Daniel Schwartz, 1992
*Christine Foster, 1993
Joshua Gordon, 1993
*Mitchell Kraus, 1993
*Diana Tapper, 1993
Daniel Ages, 1994
*Eric Brotman, 1994
Scott Calvert, 1994
Candace Cavalier, 1994
Jonathan Connett, 1994
*Stephanie Fey, 1994
Rachel Miller, 1994
*Joshua Friedman, 1995
*Tracy Herriott, 1995
*Mark Suter, 1995
Lee Goldsmith, 1996
*Jeremy Kahn, 1996
*Gregory Montanaro, 1996
*Charles Ornstein, 1996
*Jeremy Zweig, 1996
*Randi Marshall, 1997
Thomas Nessinger, 1997
Michael DeMarco, 1998
*Eric Goldstein, 1998
Manisha Sethi, 1998
*Kevin Lerner, 1999
Ginny Bloom, 2000
*Seth Grossman, 2001
*Seth Isenberg, 2001
Malka Katzin, 2001
*Thomas Lombardi, 2001
Catherine Lucey, 2001
*Eric Moskowitz, 2001
Oliver Benn, 2002
*Mary Clarke-Pearson, 2002
Eric Dash, 2002
Harrison Denman, 2002
*Sebastian Stockman, 2002
*Jacques-Jean Tiziou, 2002

Marissa Friedman, 2003
Alyssa Lambert, 2003
Jonah Lowenfeld, 2003
*Matthew Mugmon, 2003
*Theodore Schweitz, 2003
*Steve Brauntuch, 2004
*Julia Cassidy, 2004
Trevor Grandle, 2004
Tammy Meister, 2004
Lance Stier, 2004
*Harry Berezin, 2005
*Anna Haigh Berry, 2005
Julia Barmeier, 2006
Lara Gitlin, 2006
Melody Kramer, 2006
Molly Petrilla, 2006
*Haley Shapley, 2006
Michelle Sloane, 2006
*Jonathan Tannenwald, 2006
*Sarah Buchanan, 2007
Jeffrey Greenwald, 2007
*Kimberly Hsu, 2007
*Ryan Jones, 2007
*Zachary Levine, 2007
Matthew Meltzer, 2007
Eric Obenzinger, 2007
Sharon Udasin, 2007
Anne Dobson, 2008
*Shawn Safvi, 2008
Jessica Sidman, 2008
Josh Wheeling, 2008
*Anthony Campisi, 2009
Sam Dangremond, 2009
Julie Steinberg, 2009
*Zoe Tillman, 2009
*Emily Babay, 2010
*Alissa Eisenberg, 2010
*Rebecca Kaplan, 2010
*Paul Richards, 2010
*Julia Rubin, 2010
Alyssa Schwenk, 2010
*Ashwin Shandilya, 2010
Rachel Baye, 2011
*Jon Christman, 2011
*Michael Gold, 2011
*Naomi Jagoda, 2011
*Emily Schultheis, 2011
Brian Kotloff, 2012
Prameet Kumar, 2012
Jared McDonald, 2012
Samantha Sharf, 2012
Sarah Gadsden, 2013
Dan Nessenson, 2013
Dana Tom, 2013
Michael Wisniewski, 2013

New Board: Stronger writing, finances for DP

Can a student media organization founded in the era of Mark Twain and Joseph Pulitzer flourish in the age of Instagram, BuzzFeed and Vox?

It's no sure thing — but the new Board of Directors set a direction in its first year aimed at sustaining the DP's ability to be a vibrant force on the Penn campus and a life-enriching experience for its student members.

With four alumni joining five student managers and General Manager Eric Jacobs, the Board set out to tackle the key issues that have weakened the DP in recent years and limited its ability to thrive in a rapidly changing media environment.

Like all newspapers, the DP has suffered from a shrinking market for print advertising and slumping reader engagement. The DP's problems have been magnified by a notable decline in basic journalism skills, a diminished student leadership culture and a half-hearted commitment to digital innovation.

Fortunately, the DP is blessed with some great assets. These include a healthy reserve of invested funds, a hard-working professional staff and continuously replenished supply of bright and ambitious students attracted to our campus. The student managers on our board were terrific examples of

After more than a year of planning, the DP's new student and alumni Board of Directors took charge of the company in January.

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. All four will continue on the Board through 2015.

Here, Michael Silver, who chaired the strategic planning committee which preceded the creation of the new Board of Directors, and now serves as Lead Alumni Director, talks about the new Board's first year and the challenges that lie ahead.

how smart and savvy today's Penn students can be when confronted with difficult and complex issues.

Of paramount concern to the four alumni directors is strengthening the DP as a rewarding activity for its student members — providing them with authentic experiences, solid skills and rich memories that will stick with them over the decades of change ahead.

In often-intense discussions among the alumni, students and general manager, the board approved some bold measures to reorient the DP toward digital journalism and product development. Our most notable decision was to eliminate the print edition on Fridays and allocate more student staff time to online publishing and new ventures.

On the business side, we cut operating expenses (including two paid staff positions), moved toward a more timely report-

ing of financial data and initiated our first major outside audit. We now want to boost student involvement in tasks that have shifted to professional staff over the past several decades and focus paid staff on areas where they add the most value.

On the editorial side, the student editors have given the print edition a lively, fresher appearance, and we're taking a harder look at how to inject more

energy into assigning, writing and reporting. The alumni directors are encouraging the top student editors to be more assertive in changing a culture that has often valued consensus and autonomy over compelling journalism.

With a smaller portion of our financial reserves now going toward operating losses, the Board has created a development fund to encourage innovation, experimentation and new product development. Not all of these projects need to be profit-oriented, but we are hoping that some successful new ideas for revenue generation will emerge in an environment where innovation is encouraged and funded.

It's been a productive and eventful first year for the new board, filled with challenges and tough decisions. It's likely to stay that way for years to come.

2014 alumni news excerpts from the DPAA Facebook page

Former DP Assistant Sports Editor **Howard J. Rubenstein '53** was honored by the New York Yankees in June. His public relations firm has represented the Yankees for more than 30 years.

Former DP News Editor **Chris Jennewein '76** launched a new publication, *The Times* of San Diego, in March.

Steve Stecklow '76 received one of the 2014 prestigious Gerald Loeb Awards for excellence in business and financial journalism.

Former 34th Street Magazine Editor **El-iot Kaplan '78** was named as vice president of Hearst Magazines.

Former DP Executive Editor **Peter Canellos '84** was named executive editor of *Politico*.

Former DP Sports Editor **Ken Rosenthal '84** received a Sports Emmy nomination.

Jennifer Reingold '89 was named co-chair of the *Fortune* Most Powerful Women Summit. Reingold will also continue as a senior editor at *Fortune* Magazine.

Former 34th Street Magazine Editor-in-Chief **Josh Tyrangiel '94** was promoted to oversee content across all consumer media platforms at Bloomberg LP.

Former DP Managing Editor **Dan Giggiss '96**, Head of Digital Customer Experience and Social Media at Discover, was named one of the Top 100 Digital Marketing Experts by adSpringr.

Former DP Executive Editor **Charlie Ornstein '96**, now a reporter at ProPublica, was named one of the 20 people who made

healthcare better in 2013 by HealthLeaders Media.

Former DP Managing Editor **Yochi Dreazen '99** was named Deputy Editor of *News* at Foreign Policy.

Former 34th Street Magazine Editor-in-Chief **Alex Koppelman '05** married Sarah Stein in April. Former DP.com Editor **Matt Jones '06** married Cristina Colon in November.

Former DP photographer and columnist **Shannon Jensen '06** won the prestigious 2014 Inge Morath Award, given each year to a talented woman photographer under the age of 30, for her series of images documenting refugees who fled Sudan.

Former DP typist and ad designer **Helen Sessoms** passed away in May.