An Interim Review of the Knight News Challenge

Assessing the Early Winners, 2007-2008

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Established in 2000 and with offices in San Francisco, Southern California, and Seattle, LFA Group: *Learning for Action* provides highly customized research, strategy, and evaluation services that enhance the impact and sustainability of social sector organizations across the U.S. and beyond. LFA Group's technical expertise and community-based experience ensure that the insights and information we deliver to nonprofits, foundations, and public agencies can be put directly into action. In the consulting process, we build organizational capacity, not dependence. We engage deeply with organizations as partners, facilitating processes to draw on strengths, while also providing expert guidance. Our high quality services are accessible to the full spectrum of social sector organizations, from grassroots community-based efforts to large-scale national and international foundations and initiatives.

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About
Knight Foundation

The John S. and James L. Knight Foundation advances journalism in the digital age and invests in the vitality of communities where the Knight brothers owned newspapers. Knight Foundation focuses on projects that promote informed and engaged communities and lead to transformational change.

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An Interim Review of the Knight News Challenge

I. The Early Winners

The Knight News Challenge

The Knight News Challenge is a five-year media innovation contest designed to reward new ideas for gathering, sharing and using local news and information. Knight Foundation launched the contest in September 2006, at a time when the news industry was in great flux, as part of an effort to encourage greater experimentation in the field of journalism and media. To date, Knight Foundation has pledged nearly $22 million to four sets of annual contest winners in the search for bold community news and media experiments.

The News Challenge has three application rules. Projects must: 1) use innovative open-source digital technology; 2) distribute news in the public interest; and 3) be tested in a local community. The selection process was deliberately very broad as part of an effort to stimulate innovation in local media ecosystems and disruptive changes in philanthropic support of journalism. One important assumption underlies the challenge: innovation can come from anywhere: both new and established enterprises, the commercial and nonprofit sectors, as well as individuals.

Media innovation is fluid, characterized by an ever-changing stream of new technologies, ideas and products. Though the scene is shifting at an increasingly rapid rate, lessons learned still matter. In fact, they are crucial in helping to see the bigger picture. Thus, efforts to openly share interim results can be important. This report provides findings from the work of LFA Group: *Learning for Action*, an independent evaluation and strategy consulting firm. This interim assessment focuses on the first two years of Knight News Challenge Winners, 2007 and 2008, because sufficient time has elapsed since those grants were awarded for early measures of effectiveness and impact to be evaluated. During this period, Knight Foundation committed a total of $17 million to 31 winners across a range of project types and recipients.[1] This interim report covers the key topics of grantee outcomes and effectiveness, the challenges they have faced and key areas of learning to be gleaned regarding media innovation. The review provides an analysis of each winner's progress to date; in many cases, individual projects are still evolving as they continue to impact their targeted field and communities. The assessment contains insights that we hope funders, organizations, and individuals working on the future of news and information will find valuable.

Early Knight News Challenge Winners

Winners in 2007: **18**

Winners in 2008: **13**

Total Amount Pledged (2007-08 grants): **$17M**

Exhibit 1:
Breakdown of Type of Grant Recipient for 2007-08 Knight News Challenge Grants (n=31)
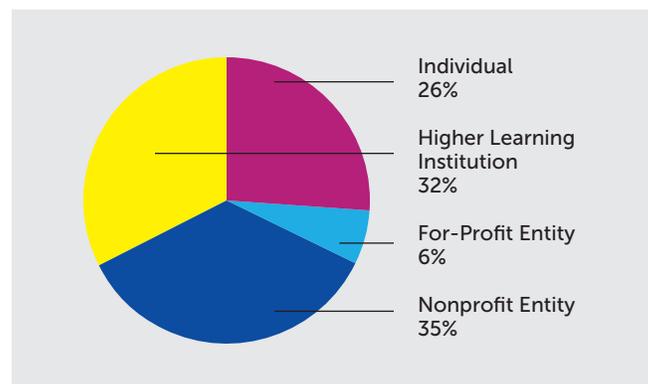

Individual
26%

Higher Learning Institution
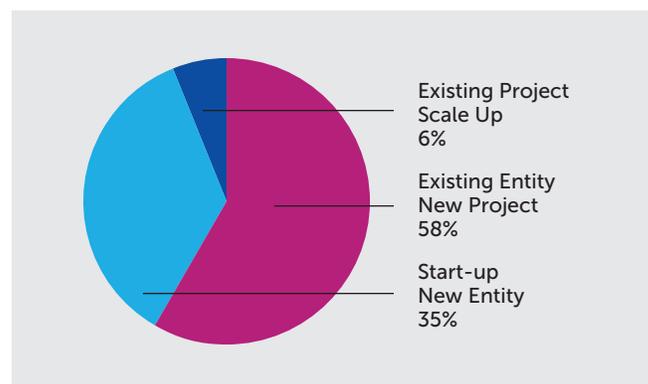32%

For-Profit Entity
6%

Nonprofit Entity
35%

Exhibit 2:
Breakdown of Project Types Funded through 2007-08 Knight News Challenge Grants (n=31)

Existing Project Scale Up
6%

Existing Entity New Project
58%

Start-up New Entity
35%

The interim assessment comprises a cross-cutting overview as well as a series of seven cluster reports on different groups of 2007-2008 winners. These clusters have been created for analysis purposes only; they were not categories in the Knight News Challenge competition. We have grouped winners together, after the fact, to facilitate understanding of impact and to highlight key lessons that are actionable and relevant to others in the field. The clusters are based on platform type and the approach winners employed, rather than by the types of targeted project outcomes.

This cross-cutting overview report includes:

I.   **Winner Profiles** – providing a description of 2007-08 contest winners, their current project status and use of open source code.
III. **Lessons Learned** – summarizing the cross-cutting themes surfaced when examining project successes and challenges.

It is important to note that this interim assessment is part of an ongoing multi-year evaluation of the Knight News Challenge. In addition to this retrospective on early contest winners, Knight Foundation is partnering with Blueprint RD, an evaluation and strategy firm, to track the continuing progress of 2009, 2010 and soon to be announced 2011 winners (Appendix III contains a list of 2009 and 2010 winners). Part of this work involves helping winners improve their ability to measure their project outcomes. The findings from this formative evaluation also will be shared on a regular basis as results are gathered and analyzed.

Evaluating the Contest and "Innovation"

LFA Group conducted research for this interim assessment in the spring of 2011. The methods for gathering data included:

• Review of project reports, including prior information collected by Blueprint RD consulting
• Review of project web sites and other available materials
• Key informant interviews with select winners, project partners and users, and field experts (see Appendix IV)
• Facilitated review and structured reflection with Knight Foundation staff

The contest has resulted in a range of impacts on the organizations that were awarded grants, the communities served by grantee projects, Knight Foundation, and the broad field of media and journalism. Each project and cluster of grantees can therefore be examined from many different perspectives.

In-Depth Cluster Assessment Reports

1. Behind the Scenes:
   Field-Building for Media Innovation
2. Hand-Held News:
   Innovations in Mobile Platforms
3. Transforming the News: Innovative Tools and Practices
4. Re-Sourcing the News: Citizen Media
5. Knowing Your Town: Local News Aggregators
6. What's the Score?: News Games
7. Going Public: Digital Tools for Public Media

From the perspective of Knight Foundation, the News Challenge as a whole has effected field-wide practices and behavior, created an important pipeline for foundation funding, injected positive energy into the sector, and helped shift focus onto particularly innovative strategies.

This independent assessment, commissioned by Knight Foundation, focuses specifically on the outcomes of early individual News Challenge winners and the impact they each have had on the field and communities served by their projects.

Funding innovation means embracing a level of risk that is arguably beyond the typical comfort-level threshold within philanthropy. With increased risk, however, comes the potential for significant returns, if even among a small percentage of investments. What rate of success might a funder reasonably expect supporting projects in the social sector? What are the implications for evaluating innovation in the social sector? What factors contribute to or detract from success? This assessment provides a starting point for discussing these questions.

One implication – indeed, a challenge – of evaluating innovative work in the social sector regards the need for respectful language for discussing what worked well and what did not. As Knight Foundation notes, these were experiments; results were never guaranteed. In this review, the LFA Group team examined the projects in terms of the outcomes they have achieved in their targeted communities, their influence on the field of journalism and media, as well as their contribution to learning. This framework is offered in the spirit of advancing a positive and constructive dialogue regarding the efforts of those who undertake innovative projects such as those funded through the Knight News Challenge.

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[1] For an overview of the early Knight News Challenge winners, see Appendix I. The totals listed do not include the grants made to individuals to blog about their ideas, which are not reviewed in this report (see Appendix II).

II. Profile of Early Winners

The LFA Group and Knight Foundation teams grouped 2007-08 grantees into clusters based on the core project approach, type, or platform. The seven clusters are characterized below. Appendix I contains descriptions and key outputs for each 2007-08 grantee, organized by cluster.

Cluster Name	Description	Winners* (Year Of Award)	Total Grant
Field-Building for Media Innovation	Grants to universities to support media innovation, including training students in the intersection of innovation, entrepreneurship, and media, and providing legal support to new media practitioners.	• Center for Future Civic Media (MIT) (2007) • Citizen Media Law Project [Citizen Journalist Resources] (2007) • Digital News Academic Program (Northwestern) (2007) • Digital News Incubators (2007) • Knight Center for Digital Media Entrepreneurship (ASU) (2007)	$6,671,000 (40%)
Innovations in Mobile Platforms	Projects to increase the utility of common cell phones to create, disseminate, and obtain news and information.	• Freedom Fone (2008) • Mobile Information Platform [News on Cell Phones] (2008) • Iindaba Ziyafika [The News is Coming] (2008)	$1,831,400 (11%)
Innovative Tools and Practices	Projects to create and disseminate new tools and practices for delivering community news and information to users.	• Populous Project [Community News Network] (2008) • Printcasting (2008) • Next Newsroom (2007) • Reporting On (2008) • Spot.Us (2008) • Transparency initiative (hNews) (2008) • VillageSoup (Open Source Community News) (2007)	$2,552,000 (15%)
Citizen Media	Projects to expand citizen voices in the development of news and information by engaging new, largely unheard voices in the media. The ultimate goal is to increase access to news and information in a way that better equips communities to improve their lives individually and collectively.	• Boulder Carbon Tax Tracker (2007) • Chi-Town Daily News (2007) • Community Radio in India (2008) • Media Mobilizing Project (2007) • Mobile Youth Journalism (2007) • Rising Voices (2007) • SochiReporter [Sochi Olympics Project] (2008) • Video Volunteers (2008)	$2,599,000 (15%)

continued

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Cluster Name	Description	Winners* (Year Of Award)	Total Grant
Local News Aggregators	Projects aggregating community-level information in a manner that citizens find useful.	• EveryBlock (2007) • Placeblogger (2007)	$1,322,000 (8%)
News Games	Experimental efforts to develop digital games to build citizen engagement around important issues.	• New York News Games (2007) • Oakland Jazz & Blues Clubs Video Game (2007) • Playing the News (2007)	$560,000 (3%)
Digital Tools for Public Media	Projects to enhance digital content and audience engagement with public television, radio and other public media.	• Radio Engage, Radio Drupal (2008) • Taking Radio Out of the Box (2007) • Open Media Project [Tools for Public Access TV] (2008)	$1,307,000 (8%)

* In instances where a project's name has changed over time, the original name of the project at the time of the News Challenge award is listed in square brackets. Throughout this report, winners will be referred to according to their current project name.

In the first two years of the Knight News Challenge, the largest percentage of total funding (40%) went to the Field-Building for Media Innovation cluster of projects. Most of the grantees in this cluster are universities, which, as large institutions, have significant indirect expenses that must be covered, particularly in comparison to the small community-based organizations that made up many of the other clusters.

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Status of Projects

The majority of 2007-08 projects – nearly three-quarters (71%), in fact – remain active at the time of this assessment, as Exhibit 4 depicts. Of the currently active projects, over half continue to expand their reach. Less than one-third of the 2007-08 projects (29%) are either completed or inactive because of implementation problems. The following definitions apply to these project status categories:

- **Expanding** – These projects are active and growing in terms of their scale, reach, or product sophistication.
- **Maintaining** – The projects are active at a level consistent with the original scope of their News Challenge project.
- **Active at a Lower Level** – These projects are active, but the level of activity or use has decreased and/or is limited compared with the original scope of their News Challenge project (often as a result of implementation challenges).
- **Completed or Inactive** – These projects are no longer actively being worked on. In most cases, the projects were focused on discrete activities and time-bound events, and were completed as planned. A few of these projects faltered as a result of implementation challenges.

Exhibit 4:
Current Status of 2007-08 Knight News Challenge Projects

Expanding
45%

Completed or Inactive
29%

Active at a Lower Level
13%

Maintaining
13%
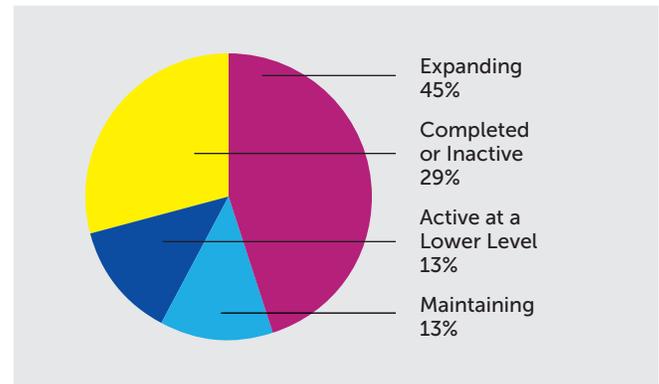
This classification is based on project status and activity, and should not be interpreted as a reflection of each project's overall effectiveness or influence on the field. Findings on each project's achieved outcomes and impacts are contained in the cluster reports that follow.

Exhibit 5:
2007-08 Knight News Challenge Projects by Current Status (in alphabetical order)

Expanding	Maintaining	Active at a Lower Level	Completed or Inactive
• Citizen Media Law Project (Citizen Journalist Resources) • EveryBlock • Freedom Fone • Iindaba Ziyafika (The News is Coming) • Media Mobilizing Project • Mobile Information Platform (News on Cell Phones) • Placeblogger • Rising Voices • SochiReporter (Sochi Olympics Project) • Spot.Us • Taking Radio Out of the Box • Transparency initiative (hNews) • Video Volunteers • VillageSoup (Open Source Community News)	• Center for Future Civic Media (MIT C4) • Community Radio in India • Digital News Academic Program (Northwestern) • Knight Center for Digital Media Entrepreneurship (ASU)	• Next Newsroom • Open Media Project (Tools for Public Access TV) • Populous Project (Community News Network)*** • Radio Engage, Radio Drupal	• Boulder Carbon Tax Tracker • Chi-Town Daily News • Digital News Incubators • Mobile Youth Journalism • New York News Games • Oakland Jazz & Blues Clubs Video Game • Playing the News* • Printcasting** • Reporting On

* Playing the News: The main purpose of the project, the development and testing of two news games was completed. The project team recently launched in 2011 an open source 'Topic Tiles' game.

** Printcasting: The Intellectual property from Printcasting evolved into FeedBrewer, a new entity launched by Dan Pacheco.

*** Populous Project: The project was accused of embedding code from a commercial product as part of the brief release of the beta version of its open source content management system. Following the threat of a legal challenge over the proprietary code that was allegedly embedded, the grantee agreed to discontinue work on the development of the open source content management system, the main element of the grant, and destroy copies of the code. The development of a set of open source news planning tools continues. Knight Foundation was not a party to the legal challenge.

Adoption through Spreading and Scaling

An important goal of the Knight News Challenge was to catalyze media innovation. The hope was that successful projects would be either:

a) **spread** by other organizations wanting the techniques or technology and replicating parts of the project or product design; or

b) **scaled** by the grantee by adapting, replicating or expanding their project in new geographies or to new audiences. (Projects that were noted as 'expanding' in the earlier section all fit into this category of scaling.)

Of the 31 early News Challenge winners (2007-08), evidence of **spreading** and/or **scaling** was found in the case of 17 (55%). Of these, 10 are being spread by others, 12 are being **scaled** by the grantee, and five are being both **scaled and spread**. An example of a project scaled by the grantee is EveryBlock, which launched in three cities and then later expanded to 16 cities.

Another example of a grantee scaling their own project is VillageSoup (Open Source Community News) which has conducted 22 installations of an enterprise version of the open source software (created through the Knight News Challenge grant) with eight different news organizations located across the United States. Earned revenue from this enterprise version is helping to sustain the project.

Media Mobilizing Project (MMP) is an example of a project being spread by external entities: three groups in Vermont, Maryland, and Pennsylvania are buildling their own initiatives modeled on MMP's program. Similarly, student-led projects developed at the Center for Future Civic Media have been spread and replicated by external entities. Another example of spreading, is the Associated Press piloting of the Transparency initiative's hNews in the form of an electronic news clearinghouse which will make it possible for any news provider to post news stories in one location for reuse.

Exhibit 6:
Number of 2007-08 Knight News Challenge Projects that were Scaled or Spread

Total
2007-08 Grantees
31

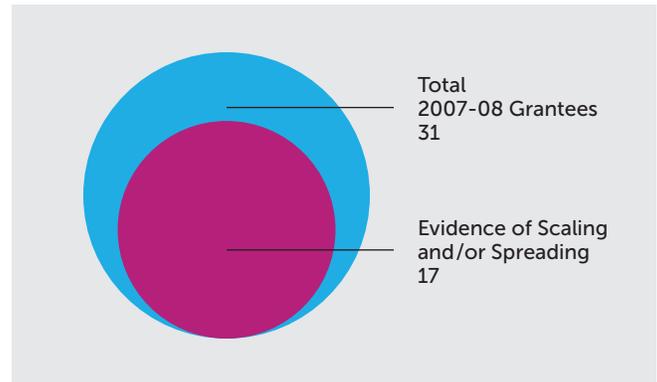Evidence of Scaling
and/or Spreading
17

Exhibit 7:
Project Scaling and Spreading

Projects Scaled by Grantee

- Citizen Media Law Project
- EveryBlock
- lindaba Ziyafika
- Media Mobilizing Project*
- Placeblogger
- Rising Voices*
- SochiReporter
- Spot.Us*
- Taking Radio Out of the Box
- Transparency initiative (hNews)*
- Video Volunteers*
- VillageSoup

Projects Spread by External Entities

- Center for Future Civic Media (MIT C4)
- Freedom Fone
- Media Mobilizing Project*
- Mobile Information Platform (News on Cell Phones)
- New York News Games
- Open Media Project (Tools for Public Access TV)
- Rising Voices*
- Spot.Us*
- Transparency initiative (hNews)
- Video Volunteers*

* Denotes projects that are being both scaled and spread.

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Funding Beyond Knight Foundation

While project sustainability was a challenge across the board, many grantees succeeded in securing additional funds beyond their original News Challenge grant to continue or expand their projects. The assessment revealed that 19 of the 31 grantees (61%) secured additional funding (data on total amounts of funding were not collected). Of those, seven secured funding from foundations, four from governmental entities, three from nonprofit entities, three from for-profit entities, three from individual donors, and two from universities. Eight projects were able to secure some form of earned income revenue, largely in the form of professional services and training or consulting associated with their projects. (The Lessons Learned section of this report includes more detail on the experiences of projects that were able to generate earned income.)

## Use of Open Source Code and Tools

The News Challenge includes a requirement that winners use open source code and tools in the development of their projects; however, many of these early projects, by design, did not produce code. Exhibit 9 reveals that of the 31 winners in 2007-08, 20 (65%) produced open source code that was released on Drupal, Google code, github, or their own website; this is a measure only of the release of open source code and not of the technical quality or ease of use of that code.[2]

The ultimate impact of the open source requirement is difficult to measure; while it is possible to track the frequency of downloading open source code, it is harder to ascertain the extent to which it is being redeployed. Of the 20 projects that developed open source code, we found evidence in the case of at least nine winners (29%) that external entities have used their code for related projects.[3] This is a minimum estimate of the actual use of open source code developed by 2007-08 News Challenge grantees as information was not available for all projects.

For example, organizations in Australia, Canada, France, and Greece have used the Spot.Us open source code to build their own community-funded reporting models. In the case of the Open Media Project, modules that it developed as part of its News Challenge award have been installed by a number of sites. Another example is New York News Games where the open source code for one of the budget games it developed was used by the Newark Star Ledger. In the case of the Center for Future Civic Media, open source code from various student projects has been used and adapted by others.

The open source requirement of the Knight News Challenge represented a commitment to ensuring that the products developed by grantees have the maximum opportunity for widespread adoption. However, some grantees encountered unanticipated challenges and delays in designing, implementing, and distributing their products as a result of the increased complexities associated with working with open source code. Development and implementation of code for digital tools is a time-intensive endeavor that involves documentation, evaluation, iteration, and training to encourage broader community adoption. This often has implications for staff capacity to manage the technical requirements of the project (on the provider end) and training and technical assistance (on the user end). These lessons and challenges have been an important area of learning for Knight Foundation in its grant making.

Exhibit 8:
Development of Open Source Code by 2007-08
News Challenge Winners and Evidence of External Use

Total
2007-08 Grantees
31

Developed
Open Source Code
20

Evidence of External
Use / Replication
of Grantee's Open
Source Code
9

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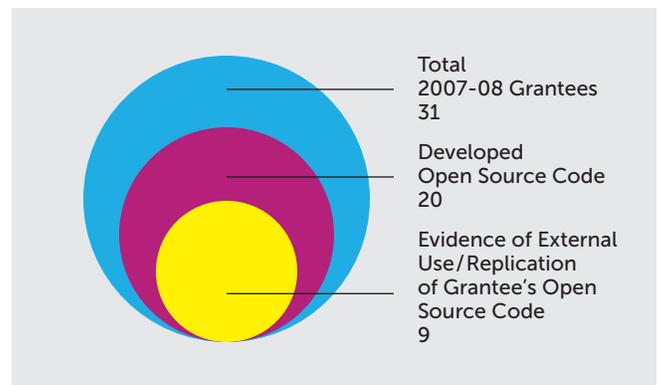
[2] For example, EveryBlock is included in this category because it developed and released its open source code in 2009. However, the code that was released was not easy to use and did not inspire independent adoption. In June 2010, Knight Foundation made subsequent grants to Open Plans to improve the EveryBlock open source code's ease of use and to the Columbia Tribune and Boston Globe to test and install the modified software.

[3] This figure includes the use of EveryBlock's code by Open Plans and the Boston Globe that was facilitated through additional Knight Foundation grants.

III. Project Design and Implementation: Lessons Learned

Knight Foundation has invested in a broad diversity of projects through the News Challenge as part of a broad strategy of experimentation that was intended to produce innovation at multiple levels within community media ecosystems.

In the spirit of learning for action, this section explores lessons regarding both project design and execution. The findings confirm many well-known principles of media innovation, as well as characteristics of effective entrepreneurs and successful project execution. In addition, the individual cluster reports each contain a set of themes and lessons that are specific to that cluster of projects.

Effective Community Building

Despite its capacity for preserving anonymity, the Internet is a place where people seek community. In general, those projects that understood and incorporated principles of community building – whether online or in person – both experienced greater initial success and are poised for significant long-term impact. This was especially the case for projects that are dependent upon building and sustaining an active group of content contributors. Video Volunteers partnered with local nonprofits and community-based organizations to establish a consistent presence in the communities where screenings were held as a way to build community and trust; Rising Voices ensured there were physical places for citizen journalists to connect with each other to build camaraderie. SochiReporter, which achieved a significant profile at the local level, spent months before launching the website raising visibility throughout the town through activities such as running local contests for university students as a way to involve potential contributors.

Training was a specific tool used by successful community-based projects to promote engagement with their efforts. Media Mobilizing Project and Video Volunteers offered robust training activities which, in addition to ensuring that their target audiences possessed the skills necessary to produce content, provided a forum for building relationships between community members that deepened their sense of commitment to the project.

Projects that lacked effective mechanisms for engaging their target audience struggled out of the gate, and their success or failure is (or was) largely dependent on their ability to manage this challenge. While Boulder Carbon Tax Tracker made an effort to raise the visibility of the project early on, and to modify their strategies for building a community when their initial efforts did not gain traction, they underestimated resistance by key stakeholders to playing the role of citizen journalists or to openly participating in discussion of a controversial issue. Consequently, they failed to attract the audience they were targeting. EveryBlock, despite the scope and technical prowess of its platform, faced challenges in generating traffic after launching what was largely a static website containing a wealth of information tailored to

users' specific geographies. It was not until EveryBlock added social networking features (such as being able to post updates that are shared with site users in the area) and stimulated user participation through online community discussions that it began to build a substantial user base. These experiences demonstrate that, without an engaged community, the role of technology is limited at best.

Promising Projects are Exploring Different Ways to Secure their Sustainability

A sustainable business model for new media continues to be elusive; while no magic formulas have been uncovered by the Knight News Challenge, the experiences of grantees provide some insights.

Revenue-generating activities that have been employed by News Challenge grantees are summarized in Exhibit 9 and include professional services, training or consultation, product sales, advertising, and member dues. Five grantees earned revenue by offering professional services and training or consulting associated with their projects. Two commercialized their project, and a third is considering commercialization. The Media Mobilizing Project is the only one to have created a business model based on paid membership. Advertising revenues were pursued by Printcasting with extremely limited success (it coincided with the economic recession) and by Chi-Town Daily News, which failed to secure advertising of any significance.

Exhibit 9:
Earned Income Ventures Employed by some of
the 2007-08 Knight News Challenge Projects

Professional Services, Training, or Consultation

- SochiReporter earns revenue through an educational training program for foreign students.
- Placeblogger trains and consults to media companies and politicians who want to find out how and where to advertise on placeblogs.
- Video Volunteers promotes revenue generation amongst its Community Video Units; they produce videos for their host NGOs or for other NGOs.
- Radio Engage developed a self-sustaining program for public radio staff called Hope Foundry, where customers pay for the production of a website and receive free training for two staff as a part of the package

Product Sales

- VillageSoup generates an undisclosed, but sustainable amount of revenue per year from subscriptions to the Enterprise version of its software.
- Printcasting developed two digital publishing applications called BookBrewer and Feedbrewer which generate revenue through a commission of 5% on sales of digital books published using their software.

Advertising/Sponsorship

- Printcasting kept 10% of ad revenue from businesses paying for advertising (produced using Printcasting software) in community publications.
- Chi-Town Daily News tried to sell ads for its citizen-generated newspaper, but was unsuccessful.
- Village Soup has adopted a "business subscription" model for paid content (clearly labeled).
- Spot.Us has developed an approach that allows registered members to earn Spot.Us credits by taking a brief survey from a sponsoring organization that, in turn, contributes $1 to a Spot.Us story.

Member Dues

- Media Mobilizing Project charges $5-50/month for member dues

Some projects that were not initially seeking ad revenue found this to be an element that could promote product uptake. For example, the Transparency initiative, which conceptualized hNews (a microformat for news content) to benefit news consumers, soon realized that media organizations saw value in the metadata in terms of its capacity to more accurately track the syndication of their content and therefore make a better case to advertisers. This incentive is improving chances for the widespread uptake of hNews and therefore solidifying its long-term viability. It is currently being piloted by the Associated Press in the form of an electronic news clearinghouse which, with the help of hNews tagging, will make it possible for any news provider to post news stories in one location for reuse.

Some approaches that have been piloted by early News Challenge grantees have potential for sustainability but introduced dynamics that challenged tenets of conventional journalism. Some, for example, may be troubled by the feature of VillageSoup's software that places paid content (clearly labeled) alongside professional content; however, this "business subscription" model is the basis for VillageSoup's sustainability and has to date received positive feedback from both their news organization customers and their audiences. Additionally, Spot.Us is piloting a new model for crowd-funding that enables individuals with interest in a particular issue to fund reporting on it, which introduces the possibility of news content being driven by citizens, as opposed to the practice of news content being determined primarily by professional editors and reporters.

Network-Oriented Leadership

The most effective Knight News Challenge projects were often led by individuals who were highly networked either online or in the geographic communities where their projects were based. These local connections provided winners with access to community resources and partners that advanced their work. For example, Todd Wolfson not only brought strong community organizing skills to his work as the founder of Media Mobilizing Project (MMP), but also a solid set of connections to government agencies, community-based organizations, and low-income and immigrant communities. MMP effectively recruited participants by partnering with organizations that provide services to immigrants and low-wage workers. Being network oriented, Todd has led MMP to join a coalition of government and community agencies as well as to form a leadership council composed of both community members and other stakeholders to keep the project firmly grounded in the community.

Similarly, through her network orientation and skills, Brenda Burrell of the Kubatana Trust of Zimbabwe has been able to establish numerous partnerships with local groups in Zimbabwe and beyond (including one outside of Africa) to implement Freedom Fone. Through Freedom Fone, cell phones become community organizing devices,

providing on-demand information regarding human rights, democracy, and other news and information to people without easy access to such information due to literacy barriers, lack of Internet access, and/or lack of non-governmental communications outlets. The system enables NGOs to record audio messages (essentially mini-podcasts) on various topics that citizens can access by calling a phone number and navigating voice menus. It also provides a mechanism for two-way communication, allowing callers to leave feedback, reactions, or requests for further information about topics they have listened to.

Strong influence in online communities often translated into significant web traffic and interaction with winners' technology platforms. For example, a significant driving force in the success of EveryBlock was Adrian Holovaty's skills in and capacity to broadcast the value of his innovative platform for local news; this was largely accomplished through a robust, sustained online presence. Having developed well-known prototypes of her product, Lisa Williams of Placeblogger had both a rich network of contacts and a positive reputation in online communities. These assets translated into traffic for her website, and bloggers and other online journalists have followed – and continue to follow – her progress.

High Functioning Teams with Multi-Disciplinary Skill Base

A significant proportion of News Challenge grantees faced challenges based on the difficulty of assembling a project team that possessed the talent and experience to design and execute their projects. A significant challenge is inherent in identifying, integrating and managing the range of skills often needed for effective media projects such as journalism (content development), website design (user experience), and technical development (programming). These are each distinct skill sets, and all must connect and form a true collaboration.

Project management was a major area of deficit, likely because project teams were typically assembled based on the technical expertise needed to develop a product rather than based on a prior track record of successful collaboration.

Budget limitations also exacerbated problems associated with deficiencies in technical expertise. Many winners experienced difficulties in accurately planning upfront for their project costs, particularly regarding technology and marketing expenses. As a result, many individuals attempted to approach or troubleshoot problems that were that were outside their realm of expertise rather than hire someone with those skills, resulting in delays and/or faulty products. The news games projects commonly experienced this set of challenges.

Adaptive Capacity and Responsiveness

Adaptive capacity is a key project feature in light of how quickly the field of news and information changes, and the frequency of innovations that disrupt the media marketplace. Projects that invested in listening to their constituents and the field at large, and then immediately applied what they learned to new iterations of their product, were therefore at a distinct advantage. One example is Freedom Fone, which discovered an unexpected niche role for their operations in partnership with community radio stations in Africa. Because of challenges in obtaining broadcasting licenses, a growing number of community radio stations have been increasingly adapting Freedom Fone technology to enable them to both reach and achieve increased interactivity with their audiences.

Printcasting learned early in its grant period that its customers wanted a product to enable digital publishing. Building off of the Printcasting concept and technology, Dan Pacheco launched two much more successful ventures (called FeedBrewer and BookBrewer). Another example is Playing the News, which has made significant adjustments over time to their approach to news game development based on what they were (and are) learning through user testing, most significantly in terms of keeping the games simple enough to ensure an enjoyable experience even at the expense of compromising the complexity of some of the news topics they were incorporating.

III. Conclusion and Prelude

In its first two years (2007-08), the Knight News Challenge selected and supported a diverse set of projects spanning different types of approaches to media innovation. These projects targeted changes in the quality, supply, access, and use of news and information, many with the aim of improving the lives of communities. From projects that build the next generation of innovators at the intersection of technology and journalism to projects that engage citizens in content generation and dissemination, News Challenge winners have made a real difference at both the field and community levels. For the majority, the work continues through project expansion and the spread of their innovations. Moreover, in some cases the open source code and tools developed by 2007-08 News Challenge winners have been used by others.

The cluster reports that follow provide information on the depth and breadth of Knight News Challenge projects. The findings gathered on early winners' accomplishments, challenges and progress to date offer valuable insights for those interested in media innovation and the future of news.

In-Depth Cluster Assessment Reports

1. Behind the Scenes:
   Field-Building for Media Innovation
2. Hand-Held News:
   Innovations in Mobile Platforms
3. Transforming the News: Innovative Tools
   and Practices
4. Re-Sourcing the News: Citizen Media
5. Knowing Your Town: Local News Aggregators
6. What's the Score?: News Games
7. Going Public: Digital Tools for Public Media

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Appendix I
Detailed Overview of Early Winners: 2007-08

Grantee	Grant Description	Reach / Output	Impact
Field-Building for Media Innovation **Total Number of Grants:** 5 (16%), **Total Grant Dollars Awarded:** $6,671,000 (40%)		Grants to universities to support media innovation, including training students in the intersection of innovation, entrepreneurship, and media, and providing legal support to new media practitioners.	
Center for Future Civic Media (MIT)	**Grant Amount:** $5,000,000 **Year Awarded:** 2007 **Innovate civic media tools and practices and test them in communities:** Create a center to develop new community news products and become and international resource on civic media.	• Engaged 75 students in various classes and projects (May 2011) • Developed 33 student projects/products (according to Center website, March 2011) • The Center has developed various student projects/products that have engaged a number of users and community partners • Student led projects have been tested in a range of communities	• Several promising projects launched to meet information needs of communities • Creation of a new methodology for developing civic media based on understanding community needs student projects/products that have engaged a number of users and community partners • Student led projects have been tested in a range of communities
Digital News Academics (Northwestern)	**Grant Amount:** $639,000 **Year Awarded:** 2007 **Develop a set of professionals with experience in both computer programming and journalism:** Offer journalism school scholarships to experienced programmers	• 10 students have been admitted with a Knight scholarship, 9 have graduated	• 7 of the 9 graduates are currently working in journalism • 1 graduate working at the Chicago Tribune was named the Tribune's Employee of the Year
Digital News Incubators	**Grant Amount:** $230,000 **Year Awarded:** 2007 **Bring the energy and creativity of ideas generated in academia to the journalism field:** Create "incubators" at seven academic institutions to foster creative thinking about solutions to digital news problems and partner with newsrooms to implement ideas	• 7 schools collaborated on 3 projects, involving approximately 50 students and faculty combined • The 3 projects were presented to 250 journalists at the 2007 Online News Association meeting	• One student project (Tandem) became the basis for a 2008 Michigan State class on community blogging • A second student project (Vox Pop) was implemented by Kansas State in 2010 • Collaboration between the 7 universities continued through the end of the grant period, but has since dissolved

Grantee	Grant Description	Reach / Output	Impact
Citizen Media Law Project (Citizen Journalist Resources)	**Grant Amount:** $250,000 **Year Awarded:** 2007 **Ensure journalists have the freedom to report without being burdened by legal threats:** Collect data about legal actions against citizen journalists and create legal guides to help them understand their rights	• Published 779 entries in an online database detailing legal actions against citizen journalists (Oct 2009) • Published 835 blog entries (April 2011) • Completed 15 state specific legal guides, with content totaling 563 pages • 82,000 average unique monthly visitors to CMLP's website (as of April 2011)	• CMLP has been part of several legal cases that were resolved on behalf of independent journalists • Expanded the base of stakeholders who are helping address legal issues related to citizen journalism
Knight Center for Digital Media Entrepreneur-ship (ASU)	**Grant Amount:** $552,000 **Year Awarded:** 2007 **Combine teaching about innovation and journalism:** Support the development of media entrepreneurship and the creation of new digital media products through the establishment of an academic center	• 60 students per year, both graduate and undergraduate, participate in one of two classes offered by the Center • 34 innovative digital media projects have been created by students involved in the program	• 2 student projects from the center (City Circles [Daily Phoenix] and City Seed) have won Knight News Challenge grants • Other universities looking to create similar centers or curricula at their schools have reached out to ASU for guidance

Innovations in Mobile Platforms

Total Number of Grants: 3 (10%), **Total Grant Dollars Awarded:** $1,831,400 (11%)

Projects to increase the utility of common cell phones to create, disseminate, and obtain news and information.

Grantee	Grant Description	Reach / Output	Impact
Freedom Fone	**Grant Amount:** $876,000 **Year Awarded:** 2007 **Use mobile phones to share and receive information in areas where government restricts freedom of information:** Develop downloadable software to enable any individual or citizen group to make audio content available 24 hours a day via cell phone.	• Developed and released 6 versions of open source software, with increasing functionality and usability • Averaged nearly 500 page views per month at freedomfone.org; the online demo page averaged 288 views per month • 1616 downloads of first 4 software versions[4] • 7 organizations in Africa and 1 in Cambodia deploying Freedom Fone • 15 organizations testing, piloting, or preparing to deploy it • Dozens more across the world have shown interest in using it	• Despite being shut down by the Zimbabwe government on one occasion, Freedom Fone has been used successfully to disseminate human rights, election, and community news and information and create opportunities for citizens to contribute content and feedback • Freedom Fone has proven to be a viable means for community radio stations, which have been categorically denied broadcasting licenses in Zimbabwe, to reach their audiences

[4] The fifth and sixth releases of the Freedom Fone software, v2.0 and 2.0.1, occurred during the data collection period.

Grantee	Grant Description	Reach / Output	Impact

Mobile Information Platform (News on Cell Phones)	**Grant Amount:** $325,000
	Year Awarded: 2008
	Create a mobile phone-based news system in developing countries: Develop an SMS messaging software platform that enables viewing and rating of news and information on cell phones for populations with little or no Internet access, or who have been traditionally underserved by Internet news sources because of language or literacy barriers.
		• Developed and piloted MIP platform with success in agriculture and health applications
		  – SaludMóvil deployed MIP with *promotores*[5] in Peru to provide reminders of key health information from the workers' training.
		  – DatAgro, a pilot of the MIP platform with Chilean farmers, provided critical agricultural and weather information in a timely and accessible way.
		• To date, four deployments of the platform have reached over 900 individual subscribers:
		  – DatAgro: 343 users
		  – Yo Agricultor: 20 users (a pilot)
		  – SaludMóvil: 112 users
		  – Mercado de Agua: 431 users
			• DatAgro is one of the most recognized agricultural projects in Chile, and has been replicated within and outside Chile. It has also stimulated other efforts to help smallholding farmers get relevant and essential information
			• SaludMóvil resulted in higher knowledge retention among trained promotores; there were also anecdotal reports of greater job satisfaction, as promotores felt less isolated from news and information and more supported and valued while providing health care in rural regions.

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[5] Promotores is a Spanish term used to describe a type of community health worker who generally share the ethnicity, language, socioeconomic status, and life experiences of the community members they serve. The trusting relationships that are fostered by this shared experience enable promotores to serve as a link between community members and health and social services.

Grantee	Grant Description	Reach / Output	Impact

Iindaba Ziyafika (The News is Coming)	**Grant Amount:** $630,400
	
	Year Awarded: 2008
	
	Develop a participatory multimedia news system to unite a town separated by language, race and class divisions: The project's combination of citizen media training, mobile content management, and involvement of Rhodes University journalism students aims to produce a vigorous local dialogue.
		• Developed and deployed multiple iterations of a mobile CMS platform, NIKA, with increasing functionality and compatibility with community newspaper infrastructure
		• Citizen media newsroom created, and 200 community members trained through 6-week course
		• Oversaw weekly youth community radio program (Y4Y) produced by and for young people from Grahamstown's 13 high schools
		• Grocott's Online (town newspaper website), July 2009 – Feb 2011
		  - 135,000 visits
		  - 390,000 page views
		  - 800+ registered users
		• Grahamstown NOW (mobile platform), as of Feb 2011
		  - 1,800 unique visitors
		  - 9,000 page views
		  - 100+ registered users
		• Y4Y youth radio program
		  - Significant youth engagement via instant message and SMS while program airs
			• 200 citizen-generated stories in print, 280 online, representing 20% of Grocott's Mail content (up from 0%), and providing wider coverage of and new perspectives on local news and current affairs
			• Some preliminary evidence of community- and policy-level change due to citizen-generated print and radio stories

Grantee	Grant Description	Reach / Output	Impact

Innovative Tools and Practices

Total Number of Grants: 7 (23%), **Total Grant Dollars Awarded:** $2,552,000 (15%)   Projects to create and disseminate new tools and practices for delivering content to users.

Grantee	Grant Description	Reach / Output	Impact
Populous Project (Community News Network), UCLA	**Grant Amount:** $275,000 **Year Awarded:** 2008 **Fill the void of relevant platforms for online collegiate newspapers:** Create computer software to launch a new popular online newspaper at UCLA that contains social media and is relevant for collegiate audiences, and can be used by other schools.	• A beta version of the open source content management system was made publically available; however, the project encountered a legal challenge over proprietary code allegedly plagiarized in the open source code • The development of the content management system was dropped as part of a legal settlement. • Certain open source news planning tools are still to be released	Not applicable

Next Newsroom	**Grant Amount:** $60,000
	
	 Year Awarded: 2007
	
	 Develop a resource to help newsrooms redesign their physical space to be more conducive to the production and flow of digital and new media: Study and produce a concept paper on the design elements for the newsroom of the future, and help build a digital newsroom at Duke University based on these concepts.
		• Concept paper developed with the help of nearly 100 collaborators
		 • Next Newsroom website launched to share information and stimulate dialogue.
		 • After 1 year, Next Newsroom website had:
		   – 352 registered users
		   – 1,888 unique monthly visitors
		   – 550 newsletter subscribers
		 • Website currently has 720 active members
		 • Twitter account has 779 followers
			• Proposal to redesign Duke University's campus newspaper facilities based on design elements highlighted in concept paper was accepted by the University (though never funded and implemented)
			 • Palo Alto High School used the five Next Newsroom core principles to help conceive a new $11 million media center for its students, scheduled to open in 2013.

Printcasting	**Grant Amount:** $837,000 **Year Awarded:** 2008 **Support locally produced news content by individuals, community-based organizations and neighborhood leaders:** Develop an open source, Drupal-based tool to create PDF newsletters, magazines, and newspapers with a built-in feature enabling users to generate revenue through highly targeted ads placed by local businesses.	• Produced, released and tested multiple iterations of a user-friendly, open source tool • Over 400 people across 35 countries have used Printcasting to create 900 publications, many for the first time.	• Philadelphia Neighborhoods, a publication of the Multimedia Urban Reporting Lab at Temple University, used Printcasting to publish 50 editions of 8-page newscasts • A new digital publishing venture, called FeedBrewer, was launched by Pacheco, building on Printcasting concepts, tools and technology

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Grantee	Grant Description	Reach / Output	Impact

Reporting On	**Grant Amount:** $15,000
	
	Year Awarded: 2008
	
	Provide journalists with a forum for discussing story ideas and connections: Establish an open source social networking site to allow journalists to exchange ideas and support as they cover similar topics and foster greater understanding of the relationship of local news to other communities around the globe.
		• Launched Reporting On 1.0 in public beta mode
		• Incorporating social networking features and Facebook-like functionality to facilitate communication, Reporting On 2.0 was launched in July 2009
		• By fall 2009, Reporting On had:
		  – Over 1,000 registered users
		  – An average of 867 unique monthly visitors
		• Reporting On had high uptake in Spanish-speaking parts of the world, with visitors from a total of 88 countries; Reporting On users translated the website into Spanish
			• Reporting On produced an open source collaboration tool than can be used by independent developers and modified to meet the evolving needs of news organizations
			• Reporting On faltered shortly after the grant period closed and was shut down in December 2010

Spot.Us	**Grant Amount:** $340,000 **Year Awarded:** 2008 **Enhance coverage of underreported issues at the local level:** Create an online, open source platform and system for crowdsourcing the funding and production of freelance journalism.	• Developed and released multiple iterations of the online platform with increasing usability and visual appeal • Several thousand people have registered and created a profile as a reporter • A total of 10,100 organizations or individuals have registered on the site; of those, 5,571 have donated either cash or time (by filling out a survey) to a story; of these 5,571, about 20% are return donors • Expanded to the Los Angeles metro area through a Knight-funded partnership with the Annenberg School of Communications	• As of May 2011, approximately $200,000 has been contributed to Spot.Us, funding 185 reporting projects • Spot.Us has established 105 publishing partners at a range of media outlets that have run Spot.Us funded stories • Spot.Us has influenced other community-funded reporting efforts and the code has been used by sites in Australia, Canada, France and Greece.

continued

Grantee	Grant Description	Reach / Output	Impact
Transparency initiative (hNews)	**Grant Amount:** $350,000 **Year Awarded:** 2008 **Provide metadata on online content to allow readers to make a more informed assessment about stories' credibility:** Create a tool, "hNews," for adding information about the provenance of online news stories, so that individuals seeking information via search engines can distinguish between fair and accurate stories and poorly-reported information.	• Established a set of basic provenance criteria likely to be accepted and valued by all news organizations and journalists • Developed code to embed the provenance information into existing online content, including plugins for content management systems such as Wordpress to enable easy uptake • Early adopters include the Associated Press, who piloted it, provided feedback, and now deploy it, and aol.com • Since the official launch of hNews in June 2009, 1200 news websites have adopted it	• hNews is being adopted by increasing numbers of news organizations and gaining a following amongst proponents of improved journalism standards
VillageSoup (Open Source Community News)	**Grant Amount:** $885,000 **Year Awarded:** 2008 **Innovate an online platform for community newspapers:** Create an open source version of software that allows community news outlets to create blogs, promote citizen journalism, integrate online advertising, and "reverse publishing" from online to print.	• 225 open source (Community Edition) software downloads • 22 commercial (Enterprise Edition) installations with 8 news organizations • Knox and Waldo Counties, ME served as test communities for the software.	• Online revenue, community participation, and consumption of community news have increased in Knox and Waldo counties according to VillageSoup

Grantee	Grant Description	Reach / Output	Impact

Citizen Media

Total Number of Grants: 8 (26%), Total Grant Dollars Awarded: $2,599,000 (15%)

Projects to expand citizen voices in the development of news and information by engaging new, largely unheard voices in the media. The overarching goal is to increase access to news and information in a way that better equips marginalized communities to improve their individual and collective lives.

Grantee	Grant Description	Reach / Output	Impact
Boulder Carbon Tax Tracker	**Grant Amount:** $90,000 **Year Awarded:** 2007 **Track the implementation of the nation's first municipal carbon tax:** Develop a participatory, easy-to-use website to engage community members in a dialogue on how the tax revenue is being spent	• Development of inexpensive, easy-to-build template for a participatory community website • 2 face-to-face workshops involving stakeholders and community members to discuss the carbon tax • Limited online dialogue on the website	None documented
Chi-Town Daily News	**Grant Amount:** $340,000 **Year Awarded:** 2007 **Provide neighborhood-level news and information to 9.8 million Chicago residents:** Develop an all-local nonprofit news website that exclusively focuses on the Chicago area	• 200 citizen journalists trained • At its peak, managed 70 citizen journalists representing 35 out of 77 Chicago neighborhoods • 20,000 to 25,000 unique visitors per month (at project's closing) • 10-20 articles posted weekly, half written by volunteers (in June 2008)	• Limited sustained impact on Chicago news ecosystem.
Community Radio in India	**Grant Amount:** $200,000 **Year Awarded:** 2008 **Increase opportunities for participatory media by facilitating the establishment of community radio stations in rural India:** Develop an affordable way to start and run radio stations that allow for local media activism and address issues of equality	• Development of the GRINS software, a single user interface • Development of the Indian Community Media Network to connect stations and showcase work • GRINS incorporated into 14 radio stations: 11 are NGO-based; 3 are university-based • Estimated 25% of residents in the broadcast areas of each radio station that adopted GRINS • One radio station's estimates: ~50 calls from listeners between 8:30am and 5pm; ~50,000 listeners on an average day	• Decreased cost for community radio station set-up • Increased listener involvement in sharing stories • Police commissioner acted on complaints regarding police brutality and corruption targeting migrant workers

Grantee	Grant Description	Reach / Output	Impact
Media Mobilizing Project of Philadelphia	**Grant Amount:** $150,000 **Year Awarded:** 2007 **Build a community media infrastructure for people who are disenfranchised from mass media:** Train immigrants and low-income communities on the use of digital visual technology to generate their own community-driven media	• Trainings for immigrants and low-wage workers from diverse backgrounds and age groups • Built a Drupal-based website which serves as a home base for MMP's various media outlets (e.g., 3 radio shows, 1 TV news show, SMS) and videos produced • ~100 people per year trained, of whom 25% are foreign-born • Coalition includes leadership body of 200 people who meet quarterly • 100 people typically turn out for a rally, organized by MMP • Grown from a $150,000 project solely funded by the News Challenge to an organization with a 2011 budget of $1.2 million	• Diverse, low-income communities (e.g., cab drivers, low-income students, Head Start parents) who experience shared struggles are connected to advocate for their rights • Contribution to policy win: Federal reauthorization of Pennsylvania's Head Start funding informed by MMP video • Mobilized cab drivers won court case that threw out unjust rules and regulations
Mobile Youth Journalism	**Grant Amount:** $700,000 **Year Awarded:** 2007 **Coverage of the 2008 Presidential election by and for young people:** Recruit train, and deploy 51 young citizen journalists, one in every state and D.C., to create news reports on the 2008 elections	• Curricula developed and training conducted • New WAP mobile site developed • Partnerships for dissemination formed • Report created on young people and mobile news consumption • 51 young (18-29) citizen journalists trained • More than 2,000 different pieces of media content • 250,153 page views on mobile site	• Stimulated use of live-to-mobile approach at MTV News
Rising Voices	**Grant Amount:** $244,000 **Year Awarded:** 2007 **Bring new, underrepresented voices and new languages to the global conversation:** Provide resources and fund local groups reaching out to and training underrepresented communities to engage in participatory media	• Russian-language, Drupal-based, multimedia platform developed • 2-day training, "Web and Journalism: The New Trends" conducted • ~100 students participated in training • ~40% are constant contributors • ~1000 users visit the website daily (as of Feb 2011) • ~800 registered users	• Replication of website in: Sochi and Moscow • Replication of training model and use as earned revenue generator • Increased awareness of issues affecting residents • Increased attention by local media in Sochi to citizen journalists' posts and articles

continued

Grantee	Grant Description	Reach / Output	Impact
Video Volunteers	**Grant Amount:** $275,000 **Year Awarded:** 2008 **Empower disadvantaged communities to advocate on their own behalf:** Promote local leadership and community ownership by training citizen journalists to produce content that bridges the digital divide	• 15 CVUs set up; 12 continue to run • ~200 community producers trained; 100 currently working • 50 community correspondents (CCs) trained; 35 actively working • CVU: - ~3,000 screenings attended by ~300,000 people in over 300 villages and slums in India • IndiaUnheard: - More than 220 videos published over 10 social issues by CCs - ~155,000 complete viewings online	• Community participation in local government affairs • Community producers are local leaders • Improved living conditions where screenings have taken place

Local News Aggregators

Total Number of Grants: 2 (6%), **Total Grant Dollars Awarded:** $1,322,000 (8%)   Efforts to aggregate community-level information in a manner that citizens find useful.

EveryBlock	**Grant Amount:** $1,100,000 **Year Awarded:** 2007 **Provide citizens with a variety of extant information specific to their block or neighborhood:** Create a single source for locating public information, such as building permits, crime statistics, and restaurant reviews, relevant to a person's immediate locale that is searchable by type of information.	• Launched the website in January 2008 in three cities; added 13 more over the course of the grant period • Released source code in June 2009. • To date, EveryBlock is available in 16 cities with plans to add more • 330,000 unique visitors per month as of June, 2011 • The open source code has been downloaded over 1,500 times[6]	• The project was acquired by msnbc.com for an undisclosed sum as the grant period ended, providing it with a significant resource base from which to have future impact • Drew attention to the importance of access to public data at the local level

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[6] EveryBlock developed and released open source code. The code's ease of use did not inspire independent use or adoption. In June 2010, Knight Foundation made subsequent grants to Open Plans to improve the EveryBlock open source code's ease of use and to the Columbia Tribune and Boston Globe to test and install the modified software.

Grantee	Grant Description	Reach / Output	Impact
Placeblogger	**Grant Amount:** $222,000 **Year Awarded:** 2007 **Aggregate the feeds of local blogs:** Help individuals more easily find blogs about the town or city they live in, and help local blogs raise their profile, thereby increasing their sustainability.	• Launched and released the source code for Placeblogger in 2009 • Provided technical assistance to local politicians and other adbuyers to generate earned revenue for Placeblogger's • Launched the "Placeblogger Angel Fund" to support local bloggers • Produced a template for an advertising rate card specific to placeblogs • 8,000 local blogs can be searched on placeblogger.com • 120,000 unique visitors as of May, 2011	• Anecdotal evidence of individual placebloggers whose sustainability has been increased.

News Games

Total Number of Grants: 3 (10%), **Total Grant Dollars Awarded:** $560,000 (3%)

Experimental efforts to use electronic games to build citizen engagement around important issues.

Grantee	Grant Description	Reach / Output	Impact
New York News Games	**Grant Amount:** $250,000 **Year Awarded:** 2007 **Use entertainment to support explanatory journalism:** Create a series of games about pressing local policy matters to inform and engage the readership of New York's Gotham Gazette	• Launched 5 games over 3 years covering: city budget, waste management, ballot-qualifications process, energy consumption • Garbage (Nov 2007): 9,114 views • Balance (Feb 2009): 2,893 views* • Budget Maze (May 2008): 3,725 views* • Bump (July 2009): 1,650 views* • Switch (Sept 2009): 1,439 views* * Views are likely undercounted due to a missing tag on the game page.	• Games/source code adapted by a handful of other news organizations and public agencies
Oakland Jazz & Blues Clubs Video Game	**Grant Amount:** $60,000 **Year Awarded:** 2007 **Promote cross-generational interaction and cultural pride while educating young people:** Create an experiential game to bring users of all ages into the bygone 1940s and 50s jazz scene in Oakland, California	• Built and released "Saving 7th Street: The Oakland Jazz & Blues Clubs Video Game" (7/2008) • Game downloaded 246 times to date	• Positive testing with youths and older adult users • The game ultimately was not used by a significant number of people; time and resources for marketing and outreach were limited.

continued

Grantee	Grant Description	Reach / Output	Impact
Playing the News	**Grant Amount:** $250,000 **Year Awarded:** 2007 **Create a proven, replicable news game model:** Develop, test and identify a successful prototype news game format; build an easy-to-use and cost-effective front-end games-creation tool	• Built and rigorously tested 2 game prototypes, with control groups to compare user satisfaction and understanding versus traditional formats • Games not released; instead tested as part of a research initiative	• Both game prototypes tested poorly in comparison with a "topic cluster" website approach to displaying news • An alternative "Topic Tiles" game was released in 2011

Digital Tools for Public Media

Total Number of Grants: 3 (10%), **Total Grant Dollars Awarded:** $1,307,000 (8%)   Projects to enhance digital content and audience engagement with public television, radio and other public media.

Grantee	Grant Description	Reach / Output	Impact
Radio Engage/ Radio Drupal	**Grant Amount:** $327,000 **Year Awarded:** 2008 **Help public radio stations build audience through interactive websites:** Create an open source software program to facilitate the creation of interactive multimedia websites, ultimately helping public radio stations better serve their communities.	• Trained 19 public radio personnel on Radio Drupal • Prototype for open source code has been developed but was not released on Drupal.org • 1 public radio station (KALW) built a website based on Radio Drupal	• Adoption of Radio Drupal by KALW enabled the station to increase unique monthly visitors to its website from 3,000 to 16,000
Taking Radio Out of the Box	**Grant Amount:** $600,000 **Year Awarded:** 2007 **Engage New Yorkers around their passion for arts and culture using an interactive website:** Using multi-platform content, social networking, and audience interaction, create a noncommercial culture platform built around users' interest in art, music, food, photography, and other facets of culture.	• Built new, interactive website • Formulated partnerships with 19 arts and culture organizations • 8,949 followers of the culture portal on Twitter • An increase from 23,800 to 80,000 unique monthly visitors to the culture portal website between January of 2010 and May of 2011 • An increase of annual podcast downloads from 7 million in 2007 to 35 million in 2010	• Supported WNYC's transformation regarding programming and audience building • Citizen participation in a significant number of activities and meet-ups organized by WNYC
Open Media Project (Tools for Public Access TV)	**Grant Amount:** $380,000 **Year Awarded:** 2008 **Increase cooperation and resource-sharing among public access and community-based television:** Implement and develop a set of Drupal modules to help automate workflows, engage users in greater control of stations, increase online presence, and cooperate as a network of locally-focused, user-driven community media centers.	• Rebuilt open source Drupal software from Denver Open Media so it could be adopted by other non-commercial television stations • Engaged seven community-based media outlets in a beta test of the software • Drupal software downloaded by 200 organizations • Pilot tested at seven sites	• Beta-testing stations remain in contact with each other and continue to develop the software • While three stations are currently running the software, the project is far from achieving a level of uptake required to generate the collaboration envisioned

Appendix II
Awards for Individuals to Blog abou their Ideas (2007-08)

Project	Year	Amount	Organization	Winner
Beat Reporters & Social Networks	2007	$15,000	Department of Journalism, New York University	Jay Rosen
Community Media Toolset	2007	$15,000	Ourmedia.org	J.D. Lasica
Connecting People, Content and Community	2007	$15,000	Carnegie Mellon University undergraduate student	Dan Schultz
Creating and Maintaining Diversity	2007	$15,000	Robert C. Maynard Institute for Journalism Education	Dori J. Maynard
Interactive Community Spaces	2007	$15,000	PBS	Leslie Rule Paul Lamb
The Ideas Factory	2007	$15,000	N/A	Steven Clift
Paulding.com	2007	$15,000	Neomaxcom, LLC	G. Patton Hughes
Related Items	2007	$15,000	Agaric Design Collective	Benjamin Melançon
Beanstock'd	2008	$40,000	The Beanstock'd Project	Angela Antony, Sandra Ekong
The Includer	2008	$15,000	Minciu Sodas	Andrius Kulikauskas
Signcasts	2008	$15,000	Signcasts - Sign Language Community Journalism Initiative	Brein McNamara

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Appendix III
News Challenge Winners: 2009-10

Project	Year	Amount	Organization	Winner
DocumentCloud	2008	$ 719,500	DocumentCloud	Eric Umansky Scott Klein Aron Pilhofer Ben Koski
MediaBugs	2009	$335,000		Scott Rosenberg
Councilpedia	2009	$250,000	Citizens Union Foundation	Gail Robinson
Data Visualization	2009	$243,600	The Jefferson Institute	Aaron Presnall
Mobile Media Toolkit	2009	$200,000	MobileActive	Katrin Verclas
City Circles (The Daily Phoenix)	2009	$95,000		Aleksandra Chojnacka Adam Klawonn
Ushahidi	2009	$70,000	Ushahidi	Ory Okolloh
Virtual Street Corners	2009	$40,000	Department of Journalism, New York University	John Ewing
CMS Upload Utility	2009	$10,000	McNaughton Newspaper Group	Joe Boydston
CityTracking	2010	$400,000	Stamen	Eric Rodenbeck
The Cartoonist	2010	$378,000		Ian Bogost Michael Mateas
Local Wiki	2010	$350,000		Philip Neustrom Mike Ivanov
NowSpots	2010	$250,000		Brad Flora
GoMap Riga	2010	$250,000		Marcis Rubenis Kristofs Blaus

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Project	Year	Amount	Organization	Winner
Open Court [Order in the Court 2.0]	2010	$ 250,000	WBUR Public Radio	John Davidow
Front Porch Forum	2010	$220,000	Department of Journalism, New York University	Michael Wood Lewis
One-Eight Basetrack	2010	$202,000	Citizens Union Foundation	Teru Kuwayama
Stroome	2010	$200,000	The Jefferson Institute	Tom Grasty Nonny de la Pena
CitySeed	2010	$90,000	MobileActive	Retha Hill Cody Shotwell
Story Exchange [PRX StoryMarket]	2010	$75,000	Public Radio Exchange (PRX)	Jake Shapiro
TileMill	2010	$74,000	DevelopmentSeed	Eric Gundersen Ian Cairns

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Appendix IV
Key Informant Interview List

Grantee Cluster	Grantee Name	Interviewee Name	Role or Relationship to Grantee
Field-Building for Media Innovation	Citizen Media Law Project	David Ardia	Grantee
		Len Witt	Partner
	Digital News Academic Program (NWU)	Rich Gordon	Grantee
		Brian Boyer	User
		Bill Adee	Partner
	Knight Center for Digital Media Entrepreneurship (ASU)	Kristin Gilger	Grantee
	Digital News Incubators	Dianne Lynch	Grantee
		Jeff Jarvis	Field Expert
Innovations in Mobile Platforms	Mobile Information Platform	Joel Selanikio	Grantee
		Carlos Urbano	Partner
	Freedom Fone	Brenda Burrell	Grantee
		Stewart Musiwa	Partner
		Bart Sullivan	Partner
	The News is Coming	Harry Dugmore	Grantee
		Janine Warner and David LaFontaine	Field Expert

continued

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Grantee Cluster	Grantee Name	Interviewee Name	Role or Relationship to Grantee
Innovative Tools and Practices	Transparency initiative (hNews)	Martin Moore	Grantee
		Stuart Myles	Partner
	Spot.Us	David Cohn	Grantee
		Susan Mernit, Oakland Local	Partner
	VillageSoup (Open Source Community News)	Richard Anderson	Grantee
		Ron Belyea	Partner
	Printcasting	Dan Pacheco	Grantee
Citizen Media	Media Moblizing Project	Todd Wolfson	Grantee
	Video Volunteers	Jessica Mayberry	Grantee
		Mukesh Rajak	User
		Dominic De Souza	Partner
	Rising Voices	David Sasaki	Grantee
		Eddie Avila	Partner
	Community Radio in India	Aaditeshwar Seth	Grantee
	Sochi Olympics Project	Alexander Zolotarev	Grantee
		Aaron Presnall	Field Expert
		Dan Gillmor	Field Expert
Local News Aggregators	Placeblogger	Lisa Williams	Grantee

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Grantee Cluster	Grantee Name	Interviewee Name	Role or Relationship to Grantee
News Games	Playing the News	Nora Paul	Grantee
	New York News Games	Gail Robinson	Partner
		Amanda Hickman	Grantee
		Suzanne Seggerman, Games for Change	Partner
Digital Tools for Public Media	Open Media Project	Darrick Servis	User
	Taking Radio Out of the Box	Alex Villari Kathleen Ehrlich Dean Cappello Laura Walker	Grantee
	Radio Engage, Radio Drupal	Margaret Rosas	Grantee
		Holly Kernan	User
		Mark Surman	Field Expert