



REIMAGINING SOCIAL CHANGE

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The John D. and Catherine T. MacArthur
Foundation

Journalism and Media Enduring Commitment (2015-2020)

Annex 2: Full Tools

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A. 2019 TOOLS

ANNEX 2.1. PROFESSIONAL NONPROFIT REPORTING GRANTEE SURVEY, 2019

Introduction

The MacArthur Foundation (MacArthur) has engaged FSG, an independent consulting firm, to serve as the evaluation and learning partner for the Journalism and Media (JAM) program. We are surveying JAM grantees to help us better understand your organization (including its current capacities and practices) and its engagement with your audience, communities, and the broader journalism field.

MacArthur refreshed and expanded the Journalism and Media program in June 2015. For the purposes of evaluating MacArthur's contributions to the journalism and media ecosystem, we are using June 2015 as a starting point. To help us better understand the implications of MacArthur's support for grantees, several questions ask you to think about how your organization and work may have changed since mid-2015. Please answer the questions to the best of your ability.

Please review the questions on the survey beforehand and reach out to others at your organization as needed to compile the necessary data before entering your answers in the survey.

Your responses are confidential and will only be seen and analyzed by FSG. When reporting the survey results, FSG will aggregate all responses and remove identifying information about individuals and organizations. We hope that you will answer as candidly as possible.

The survey should take **no more than 45 minutes** to complete, *not* including the time you may need to gather information from your colleagues. We greatly appreciate your time and thoughtfulness. Please submit your responses by **Sunday, April 14th**.

How to Submit Your Responses: You will be able to return to this survey as many times as you need to by following the unique URL link that we sent you by email. Your responses will only be saved when you progress from one page to the next by clicking the ">>" (forward) button. The link you have received is unique to you, so **please do not share the link with others, including within your organization**. When you have completed the survey and are ready to submit it, click the ">>" (forward) button on the last page.

If you have any questions about completing this survey or require assistance, please contact Colleen McCann at colleen.mccann@fsg.org.

Your organization's capacities

Leadership and Staffing

1. Approximately how many full-time staff members does your organization currently employ? *(Choose one answer below)*
 - a. Ten or fewer full-time employees
 - b. 11 – 20 full-time employees
 - c. 21 – 50 full-time employees
 - d. 51 – 100 full-time employees
 - e. Greater than 100 full-time employees

2. Approximately how many staff are in leadership- or management-level roles? *(Choose one answer below)*

- a. Ten or fewer leaders / managers
 - b. 11 – 20 leaders / managers
 - c. 21 – 50 leaders / managers
 - d. 51 – 100 leaders / managers
 - e. Greater than 100 leaders / managers
3. Approximately how many members serve on the Board of your organization? *(Choose one answer below)*
- a. Five or fewer members
 - b. 6 – 10 members
 - c. 11 – 15 members
 - d. Greater than 15 members
4. Approximately how many members of your organization’s leadership, staff, and Board identify as part of the following race / ethnicity identity groups? *(Enter data in each box. If no people identify as part of a specified group, please enter 0. If your organization does not collect data on a particular group membership, please enter NA.)*

	Race / Ethnicity						
	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino / Latina / Latinx	Native Hawaiian or Other Pacific Islander	White	Two or more races
a. Leadership / management							
b. Staff / employees (non-leadership / management)							
c. Board members							

5. Approximately how many members of your organization’s leadership, staff, and Board identify as part of the following gender identity groups? *(Enter data in each box. If no people identify as part of a specified group, please enter 0. If your organization does not collect data on a particular group membership, please enter NA.)*

	Gender		
	Female	Male	Other
a. Leadership / management			
b. Staff / employees (non-leadership / management)			
c. Board members			

6. Approximately how many members of your organization’s leadership, staff, and Board identify as part of the following other identity groups? (Enter data in each box. If no people identify as part of a specified group, please enter 0. If your organization does not collect data on a particular group membership, please enter NA.)

	Other	
	LGBTQIA+	Person with a disability
a. Leadership / management		
b. Staff / employees (non-leadership / management)		
c. Board members		

7. What other information would you like to share about your organization’s staffing (e.g., you rely heavily on freelancers, use of volunteers)? (write in)
8. What major shifts, if any, have occurred in your staff capacity and / or approach to staffing since mid-2015 (e.g., grown significantly, hired more freelancers)? (write in)

Strategy

9. Which of the following key documents does your organization currently have? (Select all that apply)
- a. Written mission and vision statements
 - b. Strategic plan
 - c. Leadership succession plan
10. [If indicate in 10b they have a strategic plan:] Does your organization’s current strategic plan have a clear timeframe for accomplishing its strategic goals? (Choose one answer below)
- a. Yes
 - b. No
 - c. I don’t know
11. Which of your organization's strategic documents contain an **expressed commitment to providing equal opportunities for staff** based on identification within any of the groups listed in the columns? (For each document, select which identity groups are explicitly named. Select "none of these groups" if none of the listed groups are explicitly named.)

	Race	Gender	LGBTQIA+	Disability	None of these groups
a. Written mission and vision statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Leadership succession plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Independence and Responsiveness

12. To what extent do you agree with the following statements about **your organization’s independence and responsiveness?** (Choose one option in each column)

My organization...	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree	0 I don't know
a) Has sufficient control over operational and financial resources to be flexible and / or to experiment with new technologies and formats.						
b) Has the necessary unrestricted funding to investigate developing issues.						
c) Is able to make editorial decisions about the programming / content we produce with freedom from outside interference.						
d) Collects credible data on the extent to which our audience(s) trusts and has confidence in our journalistic integrity.						

Funding

The next set of questions asks about your organization’s funding. Your answers to these questions will help MacArthur better understand grantees’ funding models. Please note that your answers to the following questions have **no bearing** on MacArthur’s current funding for your organization or future funding decisions – FSG will aggregate your responses with those from other grantees for reporting.

13. For which of the four previous fiscal years did your organization run a surplus? (Choose one answer below)

- 2015
- 2016
- 2017
- 2018
- Don't know / I'm not sure
- Not applicable

14. On average, over the last four fiscal years, what percentage of your organization’s total annual revenue came from your MacArthur Foundation grant? (Sliding bar from 0 to 100 – respondent slides bar to select percentage)

___ %

15. On average, over the last four fiscal years, what percentage of your organization’s total annual revenue came from earned income? (Sliding bar from 0 to 100 – respondent slides bar to select percentage)

___ %

16. Over the last four fiscal years, from which of the following sources has your organization received any revenue? (Select all that apply)

- Earned income
 - Paid subscription fees
 - Advertising (e.g., digital, non-digital)

- Federal / state / local government grants
- Individual donors
- Private equity
- Private philanthropic grants from funders other than the MacArthur Foundation
- Other – write in: _____
- Don't know / not sure

17. Approximately what percentage of the grants your organization currently receives is for a grant period of one year or less? (*Sliding bar from 0 to 100 – respondent slides bar to select percentage*)
 ___%

18. Of your organization's net assets, approximately what percentage is currently restricted concerning how funds are used? (*Please enter a number between 0 and 100 in each box; the total across all boxes should be 100%*)

- a. Unrestricted use of funds: ___ %
- b. Temporarily restricted use of funds: ___%
- c. Permanently restricted use of funds: ___%

Organization Safety and Security

19. To what extent do you agree with the following statements about your organization's preparedness for the following potential threats? (*Choose one option in each column*)

My organization...	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree	0 I don't know
a) Is prepared to fight and / or withstand legal threats (e.g., allegations of libel or defamation, copyright or intellectual property infringements) against our organization and / or staff.						
b) Has the necessary IT personnel / capacity to guard against digital / cyber threats (e.g., hacking).						
c) Has policies and procedures in place to help protect staff and freelancers from threats to their personal / physical safety.						

20. If you selected Disagree or Strongly Disagree to any of the above, what does your organization need in order to be better prepared for these threats? (*write in*)

21. Are there any other threats that your organization and/or individual staff members face (in addition to legal, digital/cyber, personal/physical safety)? (*write in*)

22. How have the threats your organization and / or individual staff members face **changed or evolved, if at all**, since mid-2015? How have your organization's efforts to fight, withstand, and / or protect against these threats evolved, if at all, over this time period (proactively or in response)? (*write in*)

Diversity, Equity, and Inclusion Policies and Practices Within Your Organization

23. [The D5 Coalition](#) defines equity as promoting “justice, impartiality, and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources.”

How would you characterize the status of your organization’s current policies, practices, and processes related to diversity, equity, and inclusion within your organization? **Please note:** we are *not* asking about representation of individuals within your organization but about explicit policies, practices, and processes related to diversity, equity, and / or inclusion. *(Please choose one option in each column.)*

My organization has policies, practices, and / or processes that...	5 Exemplary development (example for others)	4 Well developed	3 Developing	2 May develop in future	1 Unlikely to develop	0 I don't know
a) Ensure that our human resources (HR) practices attract and retain staff who reflect the diversity of the communities in which we work.						
b) Identify at least one senior leader with specified responsibilities related to diversity, equity, and inclusion within our organization.						
c) Prioritize diversity, equity, and inclusion in our recruitment practices for <u>staff</u> .						
d) Prioritize diversity, equity, and inclusion in our recruitment practices for <u>leadership</u> .						
e) Prioritize diversity, equity, and inclusion in our recruitment practices for <u>Board members</u> .						
f) Prioritize diversity, equity, and inclusion in our efforts to retain and promote staff.						
g) Ensure that journalists / reporters from historically marginalized ¹ groups are equitably represented within our organization, including at senior levels.						
h) Support an inclusive organizational culture where all identities are welcomed, valued and embraced.						
i) Support <u>staff</u> to build their knowledge, skills, and capacities						

¹ The [D5 Coalition](#) names the following populations among those that have been historically marginalized in the US: Racial and ethnic groups - Asian Americans and Pacific Islanders, Hispanics/Latinos/Latinas, African Americans and blacks, and American Indians and Alaska Natives; LGBT populations; people with disabilities; and women.

related to diversity, equity, and inclusion (e.g., orientation, trainings / professional development, workplace conversations).						
j) Support <u>leaders / managers</u> to build their knowledge, skills, and capacities related to diversity, equity, and inclusion (e.g., orientation, trainings / professional development, workplace conversations).						
k) Support <u>Board members</u> to build their knowledge, skills, and capacities related to diversity, equity, and inclusion (e.g., orientation, trainings / professional development, Board meeting conversations).						
l) Establish and support employee affinity / resource groups that are leveraged to inform organizational decision-making.						
m) Support regular data collection from employees (e.g., engagement / satisfaction survey) about our policies, practices, procedures, and culture related to diversity, equity, and inclusion.						

24. In addition to what we asked about in the prior question, is your organization working to put, or already have, in place any other internal policies, practices, and / or processes related to diversity, equity, and / or inclusion? *If so, please describe them here. You may leave the box blank if you have nothing to add. (write in)*

25. How has your organization's thinking about and approach to diversity, equity, and inclusion within your organization (e.g., recruiting, hiring, staffing, training) changed, if at all, since mid-2015? *(write in)*

The work produced by your organization, its reach, and audience reception

26. Grantees' work to uncover and lift up underrepresented and underreported stories is an important component of the JAM strategy. How does your organization define underrepresented stories? *(write in)*

27. How does your organization define underreported stories? *(write in)*

28. To what extent does your organization focus on uncovering and lifting up underrepresented and underreported stories in the content you produce? *(Choose one answer from the drop-down list)*

Uncovering and lifting up these stories is...

- Our sole focus
- The majority (>85%) of our content
- Between 50 – 85% of our content

- Between 20 – 49% of our content
- Very little (<20%) of our content
- Not part of our content

29. Briefly describe a recent example of a reporting effort that illustrates how your organization (or journalists affiliated with your organization) uncovered and lifted up an underrepresented and / or underreported story. *(write in)*
30. Briefly describe how, if at all, your organization's approach to uncovering and lifting up such stories has evolved since mid-2015. *(write in)*
31. Briefly describe how your organization learns about and incorporates audience interests into your decisions about programming and / or content development. *(write in)*
32. Briefly describe your organization's dissemination strategy and how, if at all, it has changed since mid-2015 (e.g., using new platforms, types of media, targeting new audiences, collaborating with other outlets to increase reach). *(write in)*
33. Briefly describe your audience (e.g., size, general demographics if known) and how it has changed, if at all, since mid-2015. *(write in)*
34. Briefly describe any recent instances in which content produced by your organization (e.g., articles, multimedia) helped spark civic action and / or hold public and private institutions and officials accountable. Please include the titles of the work. *(write in)*
35. Please imagine that it is now January 1, 2020. Looking back, what would you like to say your organization accomplished in 2019? *(write in)*

Strengthening the media field

36. We are interested in understanding how grantee organizations are working to diversify and build their audiences, as well as tell more nuanced and accurate stories, **through innovation and experimentation**. In which of the following areas is your organization innovating or experimenting? *(Select all that apply)*
- New technologies to make storytelling more immersive / interactive
 - New forms of engaging audiences (new and / or existing)
 - Working with new reporters who have different skill sets
 - Different ways of sourcing underrepresented and underreported stories
 - Reporting collaborations by individual journalists and / or with other organizations
 - Other – please describe: _____
 - None of the above
37. If you checked any of the boxes above, briefly describe how, or with what, your organization is experimenting or innovating, and how you think it is going. *(write in)*
38. In which of the following ways is your organization engaging with the broader journalism field? *(Check all that apply)*
- Attending convenings, conferences, or other meetings of our peers in the field
 - Presenting at convenings, conferences, or other meetings of our peers in the field
 - Organizing events with our peers in the field
 - Producing research on issues related to the practice of journalism

- Using research produced by other journalism organizations
- Collaborating with other organizations (e.g., to produce content, organize a campaign, disseminate work)
- Share information about what we're learning from our work with our peers
- Other – write in: _____
- None of the above

39. Although the JAM program does not focus its support of journalism and media on particular topics or issues, it is considering engaging a firm to track narratives across media platforms and sources (e.g., news, social media) about important issues and communities related to grantees' work. For which of the following issues would you be potentially interested in understanding how perspectives and / or narratives are changing? (*Select all that apply*)

- Criminal justice
- Democracy
- Environmental issues
- Health care
- Human / civil rights
- Immigration
- Public trust in the media
- Religious, cultural, and / or ethnic groups [write-in group(s)]: _____
- Rural issues
- Other (write-in): _____
- None of the above

40. For the issue areas you selected above, are there particular narratives (e.g., stories, perspectives, angles) in which you would be most interested? (*write in*)

41. Is there anything else we did not ask about that you would like to share about your organization or your work at this time? (*write in*)

Thank you

Thank you for your time and participation in this survey! **Your survey is now complete.**

ANNEX 2.2. PROFESSIONAL NONPROFIT REPORTING GRANTEE INTERVIEW GUIDE, 2019

Introduction and Organizational Capacity

1. Please tell us about [your organization's] **mission** as well as **your role** within the organization.
2. In our recent survey of MacArthur grantees, we found that grantee organizations generally experienced growth in staffing capacity over the last few years, both among FTEs and non-FTEs (i.e., freelancers, fellows, interns). What **shifts in staffing** have occurred at [organization] in the last few years, in terms of **number** of staff, **type** of staff (**FTE vs. non-FTE**) as well as how staff are **deployed and supported**?
3. How has [organization's] **financial capacity** to carry out its work changed over time?
 - a. How would you characterize your capacity in 2007 or so? What about a few years ago, before you received your most recent rounds of funding from MacArthur?
 - b. How did your most recent round of MacArthur funding influence any changes in capacity?
 - c. How has receiving multi-year general operating support from the Foundation affected [organization]? How has your organization generally used the funds?
4. What are some of the ways in which [organization] has had to **adapt or be flexible** since 2007 due to changes in the media ecosystem – for example, new technologies or developing issues to cover? What helped your organization to respond to these changes?
5. How do [organization's] leaders communicate about **organizational strategy** and direction to staff?
 - a. How do you know if staff are aware of and/or feel knowledgeable about your organization's strategy and direction?
6. What do you consider the greatest **challenge** to the [organization's] survival, relevance, and success at this time? How has this changed since 2007 or so?
 - a. To what extent is [organization] and / or individual staff / reporters facing physical, legal, and / or digital security threats? How have these threats changed since 2007 or so? What about over the past few years? What impacts are these threats having on your organization's, and individual staff members', ability to do this work (e.g. emotional / mental health)?
 - i. What supports or resources are available to staff to fight these threats? What else do you or your colleagues need to be better protected?
 - b. To what extent and how has MacArthur or other funders been helpful in equipping you to address these challenges?
 - c. Are there any other forms of non-financial support from MacArthur or other funders that you have found helpful for your organization's success? Are there any forms of support you wish they would provide?
7. How does [organization] think about **diversity, equity, and inclusion** (DEI) within your organization? How does this show up in your organization's approach and behaviors related to recruiting, staffing assignments, advancement, and training for staff and leadership?
 - a. How has your organization's approach / thinking regarding DEI within your organization **evolved** since 2007 or so? How have your most recent rounds of funding from MacArthur influenced your organization's approach or thinking over the past few years, if at all?

- b. What has been the **result** of these efforts? How have policies been translated into behaviors and practices?
 - i. What has worked well, and what has been challenging?
- c. What **tools, resources, and / or supports** would help you in advancing DEI values within your organization?

Content and Influence

- 8. What **distinguishes [organization's] content** from other news and media organizations, either your peers in the field or commercial news outlets?
 - a. What are some ways in which your organization is **experimenting or innovating**? In what ways was your organization experimenting or innovating in 2007 or so? How about a few years ago, before you received your latest rounds of funding from MacArthur?
 - b. Is there anything that distinguishes [organization's] **editorial processes or ethical standards** from others, either your peers in the field or commercial news outlets? What about in 2007 or so? How about a few years ago, before your most recent rounds of MacArthur funding?
- 9. Are there particular **communities** (e.g., based on demographic groups, identities, geographies) whose stories you focus on telling? Is there a community that [organization] would define as 'your community?' To what extent does this overlap with your audience?
 - a. How has this focus on particular communities and / or overlap with audience changed since 2007 or so?
 - b. In what ways has [organization] tried to better **connect with particular communities**? How has this influenced your editorial / reporting process and content?
- 10. What do you consider to be **successful outcomes** of [organization's] work?
 - a. How does your organization generally **track the influence and impact** of your content? Are there particular aspects of uptake, usage, and behavioral change that you track?

Wrap-up

- 11. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

ANNEX 2.3. PROFESSIONAL NONPROFIT REPORTING EXPERT INTERVIEW GUIDE, 2019

Background

1. Please tell us a little bit about your **background and role at [organization]**, and your **area(s) of expertise** in the journalism and media field.

Journalism and Media Field

2. Given your pulse on the journalism and media landscape, what would you name as **2-3 of the most influential economic and cultural trends** that have impacted the field of journalism and media (positively or negatively) since 2007 or so?
 - a. To what extent have these trends shaped the way in which journalism and media is able to fulfill its **public service function**?
 - b. What **barriers and challenges** is the sector experiencing in the current social, economic, and political context? How are **funders** and other actors responding to these challenges?
3. Many important efforts in this space are focused on producing content (e.g., high-quality investigative journalism). We are curious to learn about efforts that tackle the other side of the coin: the **public's interest in and demand for such content**. Are you aware of any **efforts that focus on this** (e.g., funding news/media literacy, improving public opinion about journalism)?
4. What are some of the main factors that influence how **news and media agendas** are established? How has this **shifted** since 2007 or so?
 - a. What differences have you observed, if any, in how **nonprofit journalism organizations** (e.g., ProPublica, Mother Jones, Public Radio International, Global Press Institute) set their agendas compared with other types of news organizations?

Funding Landscape

5. In addition to the MacArthur Foundation, who are some of the **key funders** of journalism and media?
 - a. What **topic or issue areas** do these or other funders focus on supporting news and media organizations to cover?
 - b. What **news and media organizations** have drawn particularly high levels of support, or consistently received support?
6. How have the **levels of investment** into investigative and international reporting in the U.S. changed since 2007 or so?
 - a. To what extent have you observed **divestment** from the field (including through decreased funding, funders exiting the space)? What impact has this divestment had on **reporting resources** (e.g., news organizations, journalists, employment opportunities)?
7. How are funders of journalism and media thinking about **diversity, equity and inclusion (DEI)** in their relationship with grantee organizations? What have you observed in how funders collect **information from organizations** with regards to DEI?
 - a. What **funders** do you consider to be at the **forefront of this thinking**?
 - b. What **nonprofit journalism and media organizations** do you consider **exemplary related to DEI practices and behaviors**?

Content Production

8. What kinds of **ethics-related standards and processes** have you seen nonprofit journalism organizations hold themselves accountable to?
 - a. **Who** establishes these standards and holds organizations accountable? **Which organizations are exemplifying or leading** in setting and upholding these standards?
 - b. What are some of the **notable actions** you've seen nonprofit journalism organizations take towards greater transparency and higher ethical standards and processes?
 - c. How, if at all, do you think these practices **differ** from those of commercial newsrooms or others in the journalism and media field?
9. What communities, populations, and identities are **under-represented** in journalism and media?
 - a. What efforts are underway to **increase equitable representation of such groups in media coverage**? **What organizations are leading** on this front?

Additional

10. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

ANNEX 2.4. PROFESSIONAL NONPROFIT REPORTING FUNDER INTERVIEW GUIDE, 2019

Background

1. Please tell us a little bit about your respective **backgrounds and roles** at [funder name].
2. What is [funder name's] **perspective on the role of media in US democracy**?
3. Our understanding is that [funder name] **supports [areas of journalism and media supported]**. Why these particular areas?
 - a. What is [funder name] hoping to achieve in the field of journalism and media?
4. What would you name as **2-3 of the most influential economic and cultural trends** that have impacted the field of journalism and media (positively or negatively) since 2007 or so?
 - a. To what extent have these trends shaped the way in which journalism and media is able to fulfill its **public service function**?
 - b. What **barriers and challenges** is the sector experiencing in the current social, economic, and political context? How is [funder name] responding to these challenges?
 - c. How has your approach to funding journalism and media **changed as a result of these trends**?
5. MacArthur's JAM team is interested in learning about how other funders of journalism and media see values related to diversity, equity, and inclusion (DEI) show up in their relationships with grantee organizations, as well as how they approach measuring progress related to DEI among grantees. What **expectations** do you have for your grantees in the journalism and media space related to **how they demonstrate a commitment to DEI**?
 - a. To what extent does [funder name] provide funding that is **intentionally focused on supporting DEI within grantee organizations** (both internally within organizations and in organizations' external work)?
 - b. In what ways do aspects of DEI show up in **grantee organizations' intended outcomes**?

Funding Landscape

6. In addition to [funder name] and MacArthur, who are the **other key funders** in this space?
 - a. Which of these funders are more **recent or emerging**?
 - b. What factors have influenced funders to **enter or exit** the journalism and media space?
 - c. To what extent do you have opportunities to **collaborate and partner** with other funders of journalism and media?
7. How have the levels of **investment into investigative and international reporting** in the U.S. changed since 2007 or so?
 - a. To what extent have you observed **divestment** from the field (including through decreased funding, funders exiting the space)? What impact has this divestment had on **reporting resources** (e.g., news organizations, journalists, employment opportunities)?
8. What **topic or issue areas** do **other funders** of journalism and media focus on supporting news and media organizations to cover?

- a. Are there particular **news and media organizations** that you have seen receive high levels of support from funders?
9. Many important efforts in this space focus on producing content (e.g., high-quality investigative journalism). We are curious to learn about efforts that tackle the other side of the coin: the public's interest in and demand for such content. Are you aware of any **efforts that focus on this** (e.g., funding news/media literacy, improving public opinion about journalism)?
 - a. In what efforts (if any) is **[funder name] involved?**

Additional

10. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

ANNEX 2.5. NONFICTION MEDIA MAKER INTERVIEW GUIDE, 2019

Filmmaker's Work and Impact

1. To start us off, please tell us a little bit about your **background** and how and when you began **working with [intermediary name] on [film name]**.
2. Why did you want to tell this story, or what **contribution or impact** did and/or do you want to achieve by sharing this story?
 - a. [If film has been completed and distributed] In what ways has your film had this impact?
 - b. How has your film been **used in advocacy or activist contexts**?
 - c. Were there any unanticipated or unintended results?
 - d. [If still in production:] What is your vision for how this film might be used in advocacy or activist contexts?

Supports and resources for filmmaking

3. What is the **nature of the support you are receiving** from [intermediary name]? Which parts of the film development and production process are they supporting you with, and with **what types of supports or resources**?
 - a. Have you worked with other **organizations providing similar supports or resources**? If yes, what has that experience been like (e.g., if it has been complementary, how the support was sequenced)?
4. Which forms of support (e.g., monetary support, labs, fellowship) have been **most helpful**? Why?
 - a. Where do you think that you and others typically still **need support and resources**?
5. To what extent do you think [intermediary organization] is helping you **access the information you need** about filmmaking, technology, and business? What has been helpful to you in getting access to these resources? What have been the challenges?
 - a. Where, if any, are there gaps in the support you're receiving?
 - b. [For maker receiving support for a VR film]: To what extent do you think like you have **access to making content for emerging platforms**, e.g., virtual reality? What has been helpful in getting this access? What have been the challenges?
6. To what extent and how has receiving support or resources from [intermediary name] **opened up other opportunities** (e.g., for additional funding, other resources, connections to distributors)? If this hasn't been the case, why not? What would have been helpful in this area?

Diversity and inclusion in filmmaker access and opportunity

7. To what extent do you think that intermediary organizations (e.g., [get examples from Lauren]) are **willing to take risks on content or working with new filmmakers**? If they aren't, what do you think is preventing them from doing so?
 - a. To what extent do you think they have been **inclusive** in the way that they work with filmmakers, particularly those from marginalized communities?

8. To what extent do you think that **filmmakers in the documentary film field reflect the diversity** of the U.S.? In what ways and to what extent has this **changed** in recent years? Where do you still see **gaps** in terms of who is or isn't represented among filmmakers?
 - a. Where in the film development and production cycle do you tend to see filmmakers from underrepresented backgrounds, such as women and / or people of color, **experience particular challenges**? Why do you think that is?
 - b. To what extent and how are intermediary organizations **helping to diversify the field**? What strategies are they using, and to what extent do you think they're working? For organizations that do this well, is there something about these organizations that enables their success (e.g., how they are staffed)?

Wrap-up

9. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

B. 2020 TOOLS

ANNEX 2.6. PROFESSIONAL NONPROFIT REPORTING GRANTEE SURVEY, 2020

Introduction

Please note this survey is optional. The MacArthur Foundation has engaged FSG, a nonprofit consulting organization, to serve as the Evaluation and Learning Partner for the Journalism and Media (JAM) program. The purpose of the survey is to help us **learn more about your organization** (including its resources, infrastructure, and capacities), your work and its contributions to the field, and the Foundation's support, as well as how these factors may have changed over time.

Questions ask about how your organization has evolved between 2015 and January 1, 2020, prior to the COVID-19 pandemic. At the end of the survey, we also ask how the pandemic is affecting your organization's work, as well as what MacArthur should know about the current state of the field as it examines its funding strategy.

Please remember you can contact your MacArthur program officer at any time to share anything about the pandemic's effects on your organization, or anything else, directly.

The year 2015 coincides with the period in which MacArthur refreshed and expanded the Journalism and Media program. For data collection and evaluation purposes, 2015 is a significant time marker for MacArthur. We understand that it may not be for your organization. However, we are asking you to consider some of the survey questions with the time period of 2015 to January 1, 2020 in mind. This survey will play an important role in helping the Journalism and Media program's strategic decision-making, so we appreciate your time and candid responses.

Your responses to the survey will only be accessible to the FSG team, who will keep them **confidential**. FSG will remove all identifying information about respondents and organizations (including from written answers to questions) and will aggregate results prior to sharing them with the Journalism and Media program staff. The survey should take no more than **45 minutes** to complete. **If you are able to complete the survey, please do so by Friday, June 12th. We greatly appreciate your time and effort.**

How to Submit Your Responses: You will be able to return to this survey as many times as you need to by following the unique URL link that was sent to you by email. Note that your responses will only be saved when you progress from one page to the next by clicking the ">>" (forward) button. The link you have received is unique to you, so please do not share the link with others. When you have completed the survey and are ready to submit it, click the ">>" (forward) button on the last page.

If you have any questions about completing this survey or require technical assistance, please contact Caitlin McConnico on the FSG team at caitlin.mcconnico@fsg.org.

Your Organization's Capacities and Resources

Staffing and Leadership

1. Approximately how many full-time staff members did your organization employ as of January 1, 2020? *(Choose one answer below)*
 - 10 or fewer full-time employees
 - 11 – 20 full-time employees
 - 21 – 50 full-time employees
 - 51 – 100 full-time employees
 - Greater than 100 full-time employees

2. Approximately how many staff were in leadership- or management-level roles as of January 1, 2020? *(Choose one answer below)*
 - 10 or fewer leaders / managers
 - 11 – 20 leaders / managers
 - 21 – 50 leaders / managers
 - 51 – 100 leaders / managers
 - Greater than 100 leaders / managers

3. Approximately how many members served on the Board of your organization as of January 1, 2020? *(Choose one answer below)*
 - 5 or fewer members
 - 6 – 10 members
 - 11 – 15 members
 - Greater than 15 members

4. What was your approximate annual operating budget, as of January 1, 2020? *(Please enter numbers only)*

Funding

5. Do you agree, disagree, or are you not sure about these statements related to how your organization’s **financial capacity** changed between 2015 and January 1, 2020?

As of January 1, 2020...	Agree	Disagree	Not sure
We had greater financial resources necessary to effectively support our programs and operations compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had a more diversified set of revenue streams (e.g., philanthropic support, earned revenue, memberships) compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had more stable revenue streams compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'Agree' to any of the above] To what extent did the MacArthur grant contribute to these elements (or element) of your organization’s **financial capacity**?

As of January 1, 2020...	Contributed greatly	Contributed a fair amount	Contributed a little	Did not contribute	Not sure
We had greater financial resources necessary to effectively support our programs and operations compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had a more diversified set of revenue streams (e.g., philanthropic support, earned revenue, memberships) compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had more stable revenue streams compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organizational Capacity

6. Between 2015 and January 1, 2020, which aspects of your **organization’s capacity** changed? Please use “Not sure / Not applicable” for anything that does not apply to your organization.

	Increased since 2015	Stayed the same since 2015	Decreased since 2015	Not sure / Not applicable
Capacity of those who were responsible for directing our organization to establish a clear vision, share it with others, and provide the information, guidance, and support needed to realize that vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to adapt to changes in the media ecosystem (e.g., funding shifts, competitors, political climate)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve legal threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve personal safety threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve digital security threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to produce or support the production of high-quality content that meets the highest journalism and ethics standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to respond to the needs of the field (to offer and apply our expertise to the journalism sector)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Diversity, Equity, and Inclusion

The following questions seek to better understand the **diversity** and **internal structural equity** of your organization.

By **diversity**, we are referring to a greater representation of historically underrepresented and marginalized groups. These groups include populations that have and are continuing to experience marginalization in the U.S. (per the D5 Coalition): racial and ethnic groups - Asian Americans and Pacific Islander, African American / Black,

American Indian and Alaskan Native, and Latinx/Hispanic; LGBT populations; people with disabilities; and women.

By **internal structural equity**, we are referring to efforts by an organization to use internal procedures and processes that deliberately seek to eliminate the enduring barriers that disproportionately affect people from historically marginalized communities in order to create a culture and space that is just and inclusive.

7. Between 2015 and January 1, 2020, to what extent had there been changes in the **diversity** (across race, gender, sexual orientation, ability) of your **staff/leadership/board members**?

	Much more diverse	Somewhat more diverse	About as diverse as before	Somewhat less diverse	Much less diverse	Not sure
Staff diversity on January 1, 2020 compared to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership diversity on January 1, 2020 compared to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board diversity on January 1, 2020 compared to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that **staff** diversity as of January 2020 was about the same as it was in 2015. We would like to understand what **staff** diversity was like in 2015. To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our staff was already diverse in 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that **leadership** diversity as of January 2020 was about the same as it was in 2015. We would like to understand what **leadership** diversity was like in 2015. To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our leadership was already diverse in 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that **Board** diversity as of January 2020 was about the same as it was in 2015. We would like to understand what **Board** diversity was like in 2015. To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our Board was already diverse in 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To your knowledge, which of the following practices did your organization employ as of January 1, 2020, that have **explicit and measurable goals intended to support internal structural equity**? As a reminder, by **internal structural equity**, we are referring to efforts by an organization to use internal procedures and processes that deliberately seek to eliminate the enduring barriers that disproportionately affect people from historically marginalized communities in order to create a culture and space that is just and inclusive.

As of January 1, 2020...	We did this	We did not do this, but we are likely to do this in the future	We did not do this, and are not likely to do this in the future	Not sure
My organization implemented recruitment / hiring practices that supported internal structural equity (e.g., targeted recruitment and hiring of candidates from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented advancement / promotion practices that supported internal structural equity (e.g., explicit focus on supporting and developing staff and leaders from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented training / professional development practices that supported internal structural equity (e.g., organization-wide conversations around diversity, equity, and inclusion)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented retention practices that supported internal structural equity (e.g., mentorship for staff from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented compensation and benefits practices that supported internal structural equity (e.g., pay equity analysis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented people development practices that supported internal structural equity (e.g., affinity groups / employee resource groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented human resources practices that supported internal structural equity (e.g., clear protocol for resolving DEI-related issues)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented **recruitment / hiring practices** that supported internal structural equity (e.g., targeted recruitment and hiring of candidates from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented **advancement / promotion practices** that supported internal structural equity (e.g., explicit focus on supporting and developing staff and leaders from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented **training / professional development practices** that supported internal structural equity (e.g., organization-wide conversations around diversity, equity, and inclusion). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented **retention practices** that supported internal structural equity (e.g., mentorship for staff from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented **compensation and benefits practices** that supported internal structural equity (e.g., pay equity analysis). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented **people development practices** that supported internal structural equity (e.g., affinity groups / employee resource groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented **human resources practices** that supported internal structural equity (e.g.,

clear protocol for resolving DEI-related issues). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

Content Production and Dissemination

9. We are interested in understanding how organizations are producing and disseminating content, and if and how this has changed between 2015 and January 1, 2020. Please select one option per row regarding **the ways in which your organization produces and disseminates content have changed**. Please use “Not sure / Not applicable” for anything that does not apply to your organization or your work.

Between 2015 and January 1, 2020...	Much more	Somewhat more	No change	Somewhat less	Much less	Not sure / Not applicable
My organization was working with journalists / makers from historically underrepresented and marginalized groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was disseminating content / programming / ideas to a wide audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was disseminating content / programming / ideas to a diverse audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was collaborating with other organizations to produce content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was collaborating with other organizations to disseminate content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our content was being disseminated and picked up by other outlets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in communities most affected by the stories in our reporting consumed our content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Connections to Communities

10. To what extent do you agree with the following statements about your organization’s **engagement with communities** between 2015 and January 1, 2020? Please use “Not sure / Not applicable” for anything that does not apply to your organization or your work.

Between 2015 and January 1, 2020, my organization...	Much more	Somewhat more	No change	Somewhat less	Much less	Not sure / Not applicable
Had intentionally cultivated connections with diverse communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Had focused on telling stories that reflect the experiences of historically underrepresented and marginalized communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Had supported access to programming and content for people from historically underrepresented and marginalized communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Had supported the involvement of people and communities whose stories are being told as participants and storytellers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Had been seen as credible by the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was trusted by the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Field Contributions

11. Please rate your agreement with the following statements about the **current state of the field**. As of now:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
Journalists and/or others in the media field are sufficiently prepared to stand up to threats from multiple sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizations in the journalism and media field are sufficiently prepared to stand up to threats from multiple sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient opportunities exist to gather and share information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient research exists to inform the journalism and media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient research exists to serve as the basis for advocacy in the journalism and media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norms and narratives are shifting sufficiently to be supportive of journalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are sufficiently supportive values and/or norms to protect democratic voice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are sufficiently supportive policies and/or institutions to protect democratic voice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please rate your agreement with the following statements about your **organization's contributions** to the field. Between 2015 and January 1, 2020, **as a result of my organization's contributions**:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
Journalists and/or others in the media field were better prepared to stand up to threats from multiple sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizations in the journalism and media field were better prepared to stand up to threats from multiple sources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More opportunities existed to gather and share information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More research existed to inform the journalism and media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More research existed to serve as the basis for advocacy in the journalism and media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norms and narratives were shifting to be more supportive of journalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There were more supportive values and/or norms to protect democratic voice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There were more supportive policies and/or institutions to protect democratic voice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. *[If 'strongly agree' or 'agree' to previous question – it will only show the items for which these options were selected]*

OPTIONAL: For the changes you identified in the previous question (those that you "strongly agreed" or "agreed" with), please share any brief descriptions and/or links to materials that reflect your contributions to the field. **PLEASE NOTE THAT THIS IS OPTIONAL AND NOT REQUIRED.**

Journalists and/or others in the media field were better prepared to stand up to threats from multiple sources

Organizations in the journalism and media field were better prepared to stand up to threats from multiple sources

More opportunities existed to gather and share information

More research existed to inform the journalism and media field

More research existed to serve as the basis for advocacy in the journalism and media field

Norms and narratives were shifting to be more supportive of journalism

There were more supportive values and/or norms to protect democratic voice

There were more supportive policies and/or institutions to protect democratic voice

Effects of the Pandemic on Your Organization

14. **OPTIONAL:** If this is relevant to your organization and you are interested in sharing, please briefly share how the pandemic has affected your organization's work, operations, and influence (e.g., the main challenges, opportunities).

Effects of the Pandemic on the Field

14. **OPTIONAL:** Given the unprecedented nature of the current pandemic, what should organizations like MacArthur have in mind about the field and the current allocations of resources – regular and emergency?

MacArthur's Contribution

15. Please fill in the following sentence: **If it were not for MacArthur's funding, my organization would not have...**

Thank You

Thank you for your time and participation in this survey. You may submit your response by clicking the ">>" (forward) button on this page. After submitting your responses, you will not be able to edit or change your answers.

ANNEX 2.7. PROFESSIONAL NONPROFIT REPORTING GRANTEE INTERVIEW GUIDE, 2020

Introduction

1. We have had a chance to do a little bit of research on your work and look at your grant reports, but it would be helpful to hear in your own words about your **background and role** at [NAME OF ORGANIZATION].

Probe for:

- Other MacArthur supports, resources, or opportunities they have taken part in

Changes within your organization and its influence

2. The next few questions are about changes within your organization since 2015. We know that the **COVID pandemic** has shifted just about everything in our lives and it is having some pretty dramatic implications for organizations in terms of current operations and long-term sustainability. How has it **affected your organization** and its work?
3. For the rest of the questions, we're going to focus on your organization's experience up until the COVID outbreak (January 2020). What have been the most significant changes **in your organization's capacity since 2015**? This could be related to finances, operations, staffing, etc.

Probe for:

- Financial capacity, leadership, flexibility/adaptability

4. What aspects of your **organization's internal policies, practices, and makeup** have enabled you to **better support the communities you serve**?

Probe for:

- a. Organization's policies and practices related to diversity, equity, and inclusion
- b. Representation of historically underrepresented and marginalized groups
- c. Change over time since 2015

5. *[For organizations that are not newsrooms and instead produce research / support other organizations]* What have been the most significant changes **among the organizations and / or journalists you support since 2015**?

Probe for:

- Increased representation of journalists from historically underrepresented and marginalized groups
- Increased capacity of organizations and journalists to confront threats and risks
- The types of support (e.g., legal, digital security) that they have most needed

6. From your perspective, what have been the most significant changes **to the way your organization produces and disseminates content since 2015**?

Probe for:

- Creation of more accurate, just, and inclusive narratives (i.e., affirming stories that speak to the experiences of historically underrepresented and marginalized communities)
- Diversity of journalists and diversity of content

- Public access to/engagement with more accurate, just, and inclusive narratives (i.e., dissemination to a wider audience)
 - Influence of mis- and disinformation on your work, including changes over the past five years, obstacles in addressing mis- and disinformation, what the field could be doing
7. What is your **organization's role in influencing** public discourse, civic engagement, the accountability of institutions, or the actions of those in power? What evidence have you seen that your organization and those you support are having this influence?

Probe for:

- People in power take action
- Public discourse
- Civic engagement
- Accountability of institutions
- Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms

MacArthur Contribution

8. Based on the changes in your organization since 2015 that you have described, to what extent has **MacArthur support contributed** to these changes?
- a. What other organizations or factors have contributed to these changes? To what extent would they have occurred without MacArthur support?

Probe for:

- Value of general operating support
- Value of non-grantmaking activities, support, and resource

Wrap-up

9. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?

Optional

MacArthur's strategy is, in part, focused on strengthening the field in what they are calling professional nonprofit reporting. How would you **describe this field and how it has changed** over the past five years?

Probe for:

- Activities, supports, and resources needed to further enable the field's growth

ANNEX 2.8. PROFESSIONAL NONPROFIT REPORTING EXPERT INTERVIEW GUIDE, 2020

Background

1. Please tell us a little bit about your **background and area(s) of expertise** in the journalism and media field.

Landscape factors/trends

We have a few questions about the nonprofit journalism landscape. Our questions are mostly oriented to how the landscape was before the pandemic. We want to understand any thoughts you have related to what we should be aware of in terms of the current moment and how it is impacting the field.

2. MacArthur's strategy is, in part, focused on strengthening the field in what they are calling professional nonprofit reporting. How would you **describe this field and how it has changed** over the past five years?

Probe for:

- Activities, supports, and resources needed to further enable the field's growth

3. Please describe **2-3 of the most influential trends** that have impacted the field of nonprofit journalism since 2015.

Probe for:

- Economic and cultural trends
- Influence of COVID-19 crisis
- Impact of trends on the decline of the public's trust in media
- Shifts in consumption of news and media, as well as consumption patterns based on demographics, geography, political affiliation, etc.
- Changes in connectedness, collaboration, learning, and supportive norms, narratives, policies, and values within the field
- Role of mis- and disinformation, including changes over the past five years, obstacles in addressing mis- and disinformation, field opportunities
- Role of privately-owned technology platforms (e.g., communities using their platforms for civic and political engagement)

4. From your perspective, how have the **demographics of journalists** changed since 2015? What factors have contributed to these changes? How would you describe the **support system for journalists**?

Probe for:

- Changes in representation among journalists from historically underrepresented and marginalized groups
- Activities of other actors and organizations to support journalists from historically underrepresented and marginalized groups
- Structural inequities that perpetuate disparities
- Threats and risks to reporters and journalism organizations; capacity to respond to them

5. What are some of the biggest **barriers and challenges** the field is facing? How are **funders** and other actors responding to these challenges?

Probe for:

- Barriers given the current COVID-19 crisis

6. From your perspective, how would you describe the **support system for journalists**? How does it influence the demographics of who becomes a journalist?
- Probe for:
- Structural inequities that perpetuate disparities
 - Threats and risks to reporters and journalism organizations; capacity to respond to them

Content Production and Dissemination

7. From your perspective, how has **content creation, distribution, and consumption** of independent/accountability reporting changed since 2015? What role has **technology** played in these changes?
- Probe for:
- Use of innovative approaches, methods, platforms, and tools
 - Risk-taking and experimentation
 - Shifts in consumption

Influence and Impact

8. What role does independent/accountability reporting play in **influencing** public discourse, civic engagement, the accountability of institutions, or the actions of those in power? How has this role changed since 2015?
- Probe for:
- People in power take action
 - Public discourse
 - Civic engagement
 - Accountability of institutions
 - Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms

Additional

9. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?

ANNEX 2.9. NONFICTION MEDIA GRANTEE SURVEY, 2020

Introduction

Please note this survey is optional. The MacArthur Foundation has engaged FSG, a nonprofit consulting organization, to serve as the Evaluation and Learning Partner for the Journalism and Media (JAM) program.

The purpose of the survey is to help us **learn more about your organization** (including its resources, infrastructure, and capacities), your work and its contributions to the field, and the Foundation's support, as well as how these factors may have changed over time.

Questions ask about how your organization has evolved between 2015 and January 1, 2020, prior to the COVID-19 pandemic. At the end of the survey, we also ask how the pandemic is affecting your organization's work as well as what MacArthur should know about the current state of the field as it examines its funding strategy.

Please remember you can contact your MacArthur program officer at any time to share anything about the pandemic's effects on your organization, or anything else, directly.

The year 2015 coincides with the period in which MacArthur refreshed and expanded the Journalism and Media program. For data collection and evaluation purposes, 2015 is a significant time marker for MacArthur. We understand that it may not be for your organization. However, we are asking you to consider some of the survey questions with the time period of 2015 to January 1, 2020 in mind. This survey will play an important role in helping the Journalism and Media program's strategic decision-making, so we appreciate your time and candid responses.

Your responses to the survey will only be accessible to the FSG team, who will keep them **confidential**. FSG will remove all identifying information about respondents and organizations (including from written answers to questions) and will aggregate results prior to sharing them with the Journalism and Media program staff. The survey should take no more than **45 minutes** to complete. **If you are able to complete the survey, please do so by Friday, June 12th. We greatly appreciate your time and effort.**

How to Submit Your Responses: You will be able to return to this survey as many times as you need to by following the unique URL link that was sent to you by email. Note that your responses will only be saved when you progress from one page to the next by clicking the ">>" (forward) button. The link you have received is unique to you, so please do not share the link with others. When you have completed the survey and are ready to submit it, click the ">>" (forward) button on the last page.

If you have any questions about completing this survey or require technical assistance, please contact Caitlin McConnico on the FSG team at caitlin.mcconnico@fsg.org.

Your Organization's Capacities and Resources

Staffing and Leadership

1. Approximately how many full-time staff members did your organization employ as of January 1, 2020? *(Choose one answer below)*
 - 10 or fewer full-time employees
 - 11 – 20 full-time employees
 - 21 – 50 full-time employees
 - 51 – 100 full-time employees
 - Greater than 100 full-time employees
2. Approximately how many staff were in leadership- or management-level roles as of January 1, 2020? *(Choose one answer below)*
 - 10 or fewer leaders / managers
 - 11 – 20 leaders / managers
 - 21 – 50 leaders / managers
 - 51 – 100 leaders / managers
 - Greater than 100 leaders / managers
3. Approximately how many members served on the Board of your organization as of January 1, 2020? *(Choose one answer below)*
 - 5 or fewer members
 - 6 – 10 members
 - 11 – 15 members
 - Greater than 15 members
4. What was your approximate annual operating budget, as of January 1, 2020? (Please enter numbers only)

Funding

5. Do you agree, disagree, or are you not sure about these statements related to how your organization’s **financial capacity** changed between 2015 and January 1, 2020?

As of January 1, 2020...	Agree	Disagree	Not sure
We had greater financial resources necessary to effectively support our programs and operations compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had a more diversified set of revenue streams (e.g., philanthropic support, earned revenue, memberships) compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had more stable revenue streams compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If ‘Agree’ to any of the above] To what extent did the MacArthur grant contribute to these elements (or element) of your organization’s financial capacity?

As of January 1, 2020...	Contributed greatly	Contributed a fair amount	Contributed a little	Did not contribute	Not sure
We had greater financial resources necessary to effectively support our programs and operations compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had a more diversified set of revenue streams (e.g., philanthropic support, earned revenue, memberships) compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had more stable revenue streams compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organizational Capacity

6. Between 2015 and January 1, 2020, which aspects of your **organization’s capacity** changed?

	Increased since 2015	Stayed the same since 2015	Decreased since 2015	Not sure / Not applicable
Capacity of those who were responsible for directing our organization to establish a clear vision, share it with others, and provide the information, guidance, and support needed to realize that vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to adapt to changes in the media ecosystem (e.g., funding shifts, competitors, political climate)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve legal threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve personal safety threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve digital security threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to produce or support the production of high-quality content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Diversity, Equity, and Inclusion

The following questions seek to better understand the **diversity** and **internal structural equity** of your organization. By **diversity**, we are referring to a greater representation of historically underrepresented and marginalized groups. These groups include populations that have and are continuing to experience marginalization in the U.S. (per the D5 Coalition): racial and ethnic groups - Asian Americans and Pacific Islander, African American / Black, American Indian and Alaskan Native, and Latinx/Hispanic; LGBT populations; people with disabilities; and women.

By **internal structural equity**, we are referring to efforts by an organization to use internal procedures and processes that deliberately seek to eliminate the enduring barriers that disproportionately affect people from historically marginalized communities in order to create a culture and space that is just and inclusive.

- 7. Between 2015 and January 1, 2020, to what extent were there changes in the **diversity** (across race, gender, sexual orientation, ability) of your **staff/leadership/board members**?

	Much more diverse	Somewhat more diverse	About as diverse as before	Somewhat less diverse	Much less diverse	Not sure
Staff diversity as of January 1, 2020 compared to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership diversity as of January 1, 2020 compared to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board diversity as of January 1, 2020 compared to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that staff diversity as of January 1, 2020 was about the same as it was in 2015. We would like to understand what staff diversity was like in 2015. To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our staff was already diverse in 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that leadership diversity as of January 1, 2020 was about the same as it was in 2015. We would like to understand what leadership diversity was like in 2015. To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our leadership was already diverse in 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that Board diversity as of January 1, 2020 was about the same as it was in 2015. We would like to understand what Board diversity was like in 2015. To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our Board was already diverse in 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To your knowledge, which of the following practices did your organization employ as on January 1, 2020, that have **explicit and measurable goals intended to support internal structural equity**? As a reminder, by **internal structural equity**, we are referring to efforts by an organization to use internal procedures and processes that deliberately seek to eliminate the enduring barriers that disproportionately affect people from historically marginalized communities in order to create a culture and space that is just and inclusive.

As of January 1, 2020...	We did this	We did not do this, but we are likely to do this in the future	We did not do this, and are not likely to do this in the future	Not sure
My organization implemented recruitment / hiring practices that supported internal structural equity (e.g., targeted recruitment and hiring of candidates from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented advancement / promotion practices that supported internal structural equity (e.g., explicit focus on supporting and developing staff and leaders from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented training / professional development practices that supported internal structural equity (e.g., organization-wide conversations around diversity, equity, and inclusion)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented retention practices that supported internal structural equity (e.g., mentorship for staff from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented compensation and benefits practices that supported internal structural equity (e.g., pay equity analysis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented people development practices that supported internal structural equity (e.g., affinity groups / employee resource groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented human resources practices that supported internal structural equity (e.g., clear protocol for resolving DEI-related issues)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented recruitment / hiring practices that supported internal structural equity (e.g., targeted recruitment and hiring of candidates from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented advancement / promotion practices that supported internal structural equity (e.g., explicit focus on supporting and developing staff and leaders from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented training / professional development practices that supported internal structural equity (e.g., organization-wide conversations around diversity, equity, and inclusion). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented retention practices that supported internal structural equity (e.g., mentorship for staff from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented compensation and benefits practices that supported internal structural equity (e.g., pay equity analysis). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented people development practices that supported internal structural equity (e.g., affinity groups / employee resource groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented human resources practices that supported internal structural equity (e.g., clear protocol for resolving DEI-related issues). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

Supporting Nonprofit Makers

Types of Support

9. What types of **support** did your organization provide to film and media makers as of January 1, 2020? (Select all that apply)

- Access to new platforms for production and/or distribution (e.g., events, online)
- Financial resources (e.g. grants, paid fellowships)
- Legal supports
- Mentorship (e.g., connections to others at later stages of their career)
- Networking opportunities (e.g., with funders, other filmmakers)
- Peer supports (e.g., cohort learning, connections to others at similar stages of their careers)
- Personal / physical safety supports
- Technical supports (in support of development and/or production)
- Workshops / trainings to build specific media-making skills
- Supports that are tailored to the needs of historically marginalized / underrepresented makers
- Other (please describe): _____

Change in Supports

10. Between 2015 and January 1, 2020, how did **your support** for the needs of historically marginalized and underrepresented makers change?

- Our supports increased or improved significantly
- Supports increased or improved somewhat
- Supports stayed the same
- Supports decreased or declined somewhat
- Supports decreased or declined significantly
- Not sure

[If 'Supports stayed the same' in previous question] In the previous question, you indicated that the supports you provided to historically marginalized and underrepresented makers between 2015 and January 1, 2020 stayed the same. We would like to understand what supports was like in 2015. To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Supports were already high or strong in 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contributions to Makers

11. Please rate your agreement with the following statements about **your organization’s contributions to makers** and how this has changed since 2015. **Between 2015 and January 1, 2020, as a result of our engagement with filmmakers and media makers:**

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
A greater number of diverse makers (specifically makers of color and women makers) were able to pursue their vision for their work through to completion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A greater number of diverse makers had access to emerging platforms (e.g., virtual reality) to produce and distribute their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A greater number of diverse makers had access to relevant information related to making, technology, and/or business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A greater number of makers were prepared to confront threats (e.g., legal, safety, digital security)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Content Production and Dissemination

12. We are interested in understanding how organizations are producing and disseminating content, and if and how this has changed since 2015. Please select one option per row regarding how the ways in which **your organization produces and disseminates content** have changed between 2015 and January 1, 2020.

Between 2015 and January 1, 2020...	Much more	Somewhat more	No change	Somewhat less	Much less	Not sure / Not applicable
My organization was experimenting with new / emerging forms of multimedia storytelling (e.g., new technologies to make storytelling more immersive / interactive)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was working with makers from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was working with new / first-time makers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was using multiple formats to reach / engage audiences (new and / or existing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was taking risks on the content of films we support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was disseminating content to a wide audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was disseminating content to a diverse audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was leveraging partners to support dissemination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People most affected by the stories we support viewed our content or content supported by us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. We are interested in understanding how organizations are collaborating with and facilitating connections to other groups, and if and how this has changed between 2015 and January 1, 2020. Please select one option per row regarding how **your organization’s collaboration with and facilitation of connections to other groups** has changed:

Between 2015 and January 1, 2020...	Much more	Somewhat more	No change	Somewhat less	Much less	Not sure / Not applicable
My organization was collaborating with communities/activists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was collaborating with other media organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was facilitating connections between individual makers and their peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was facilitating connections between individual makers and news outlets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was facilitating connections between individual makers and communities/activists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communities

14. Please rate how your organization’s **engagement with communities** has changed between 2015 and January 1, 2020.

Between 2015 and January 1, 2020, my organization was...	Much more	Somewhat more	No change	Somewhat less	Much less	Not sure / Not applicable
Telling stories that reflected the experiences of historically underrepresented and marginalized communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting access to programming and content for people from historically underrepresented and marginalized communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting the involvement of people and communities whose stories were being told as participants and storytellers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Field Building

15. Please rate your agreement with the following statements about the **current state of the field**. As of now:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
The field stays on the cutting edge of new technologies and approaches for storytelling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizations are sufficiently able and willing to take risks on content and new makers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makers and organizations in the field reflect the diversity of the U.S.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stronger connections and sufficient collaborations exist among makers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stronger connections and sufficient collaborations exist between makers and news outlets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stronger connections and sufficient collaborations exist between makers and communities / activists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please rate your agreement with the following statements about your **organization’s contributions** to the field. Between 2015 and January 1, 2020, **as a result of my organization’s contributions**:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
The field stayed on the cutting edge of new technologies and approaches for storytelling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizations were more able and willing to take risks on content and new makers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makers and organizations in the field reflected the diversity of the U.S.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stronger connections and more collaborations existed among makers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stronger connections and more collaborations existed between makers and news outlets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stronger connections and more collaborations existed between makers and communities / activists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. *[If ‘strongly agree’ or ‘agree’ to previous question – it will only show the items for which these options were selected]*

OPTIONAL: For the changes you identified in the previous question (those that you "strongly agreed" or "agreed" with), please share any brief descriptions and/or links to materials that reflect your contributions to the field. **PLEASE NOTE THAT THIS IS OPTIONAL AND NOT REQUIRED.**

The field stayed on the cutting edge of new technologies and approaches for storytelling

Organizations were more able and willing to take risks on content and new makers

More opportunities existed to gather and share information

Makers and organizations in the field reflected the diversity of the U.S.

Stronger connections and more collaborations existed among makers

Stronger connections and more collaborations existed between makers and news outlets

Stronger connections and more collaborations existed between makers and communities / activists

Effects of the Pandemic on Your Organization

18. **OPTIONAL:** If this is relevant to your organization and you are interested in sharing, please briefly share how the pandemic has affected your organization’s work, operations, and influence (e.g., the main challenges, opportunities).

Effects of the Pandemic on the Field

19. **OPTIONAL:** Given the unprecedented nature of the current pandemic, what should organizations like MacArthur have in mind about the field, and the current allocations of resources – regular and emergency?

MacArthur’s Contribution

20. Please fill in the following sentence: **If it were not for MacArthur’s funding, my organization would not have...**

Thank You

Thank you for your time and participation in this survey. You may submit your response by clicking the “>>” (forward) button on this page. Once you submit your survey, you will not be able to edit or change your responses.

ANNEX 2.10. NONFICTION MEDIA GRANTEE INTERVIEW GUIDE, 2020

Introduction

1. We have had a chance to do a little bit of research on your work and look at your grant reports, but it would be helpful to hear in your own words about your **background and role** at [NAME OF ORGANIZATION].

Probe for:

- Other MacArthur supports, resources, or opportunities they have taken part in

Changes within your organization and its influence

2. We know that the **COVID pandemic** has shifted just about everything in our lives and it is having some pretty dramatic implications for organizations in terms of current operations and long-term sustainability. How has it **affected your organization** and its work?
3. For the rest of the questions, we're going to focus on your organization's experience up until the COVID outbreak (January 2020). What have been the most significant changes **in your organization's capacity since 2015**? This could be related to finances, operations, staffing, etc.

Probe for:

- Financial capacity, leadership, flexibility/adaptability

4. What aspects of your **organization's internal policies, practices, and makeup** have enabled you to **better support the communities you serve**?

Probe for:

- a. Organization's policies and practices related to diversity, equity, and inclusion
- b. Representation of historically underrepresented and marginalized groups
- c. Change over time since 2015

5. What have been the most significant changes **among the creators of nonfiction multimedia and / or organizations you support since 2015**?

Probe for:

- Increased capacity among creators of nonfiction multimedia
- Increased representation of creators of nonfiction multimedia from historically underrepresented and marginalized groups
- Increased experimentation with emerging platforms

6. From your perspective, what have been the most significant changes **to the way your organization produces and disseminates content since 2015**?

Probe for:

- Creation of more accurate, just, and inclusive narratives (i.e., affirming stories that speak to the experiences of historically underrepresented and marginalized communities)
- Diversity of creators of nonfiction multimedia and diversity of content
- Public access to/engagement with more accurate, just, and inclusive narratives (i.e., dissemination to a wider audience)
- Influence of mis- and disinformation on your work, including changes over the past five years, obstacles in addressing mis- and disinformation, what the field could be doing

7. What is your **organization's role in influencing** public discourse, civic engagement, the accountability of institutions, or the actions of those in power? What evidence have you seen that your organization and those you support are having this influence?

Probe for:

- People in power take action
- Public discourse
- Civic engagement
- Accountability of institutions
- Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms

MacArthur Contribution

8. Based on the changes in your organization since 2015 that you have described, to what extent has **MacArthur support contributed** to these changes?
- a. What other organizations or factors have contributed to these changes? To what extent would they have occurred without MacArthur support?

Probe for:

- Value of general operating support
- Value of non-grantmaking activities, support, and resources

Wrap-up

9. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?

Optional

MacArthur's strategy is, in part, focused on strengthening the field in what they are calling nonfiction multimedia. How would you **describe this field and how it has changed** over the past five years?

Probe for:

- Activities, supports, and resources needed to further enable the field's growth

ANNEX 2.11. NONFICTION MEDIA EXPERT INTERVIEW GUIDE, 2020

Background

1. Please tell us a little bit about your **background and area(s) of expertise** in the nonfiction multimedia field.

Landscape factors/trends

We have a few questions about the nonfiction multimedia landscape. Our questions are mostly oriented to how the landscape was before the pandemic. We want to understand any thoughts you have related to what we should be aware of in terms of the current moment and how it is impacting the field.

2. MacArthur's strategy is, in part, focused on strengthening the field in what they are calling nonfiction multimedia. How would you **describe this field and how it has changed** over the past five years?

Probe for:

- a. Activities, supports, and resources needed to further enable the field's growth

3. Please describe **2-3 of the most influential trends** that have impacted the field of nonfiction multimedia since 2015.

Probe for:

- Economic and cultural trends
- Influence of COVID-19 crisis
- Shifts in demand for nonfiction multimedia
- Changes in connectedness, collaboration, learning, and supportive norms, narratives, policies, and values within the field
- Role of mis- and disinformation, including changes over the past five years, obstacles in addressing mis- and disinformation, field opportunities
- Role of privately-owned technology platforms (e.g., communities using their platforms for civic and political engagement)

4. From your perspective, how have the **demographics of creators of nonfiction multimedia** changed since 2015? What factors have contributed to these changes?

Probe for:

- Changes in representation among creators of nonfiction multimedia from historically underrepresented and marginalized groups
- Activities of other actors and organizations to support creators of nonfiction multimedia from historically underrepresented and marginalized groups

5. What are some of the biggest **barriers and challenges** the field is facing? How are **funders** and other actors responding to these challenges?

Probe for:

- Barriers given the current COVID-19 crisis

6. From your perspective, how would you describe the **support system for creators of nonfiction multimedia**? How does it influence the demographics of who becomes a creator of nonfiction multimedia?

Probe for:

- Structural inequities that perpetuate disparities

Content Production and Dissemination

7. From your perspective, how has **content creation, distribution, and consumption** of nonfiction multimedia changed since 2015? What role has **technology** played in these changes?

Probe for:

- Use of innovative approaches, methods, platforms, and tools
- Risk-taking
- How visual and auditory narrative storytelling have contributed to different types of awareness and engagement compared to print/text

Influence and Impact

8. What role does nonfiction multimedia play in **influencing** public discourse, civic engagement, the accountability of institutions, or the actions of those in power? How has this role changed since 2015?

Probe for:

- People in power take action
- Public discourse
- Civic engagement
- Accountability of institutions
- Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms

Additional

9. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?

ANNEX 2.12. NONFICTION MEDIA FUNDER INTERVIEW GUIDE, 2020

Background

1. Please tell us a little bit about your **background and role** at [funder name].

Your Organization

2. Our understanding is that [funder name] **supports [X, Y, Z]** areas of journalism and media, including nonfiction multimedia. Why these particular areas? To what extent do you prioritize nonfiction multimedia in your grantmaking portfolio? What are you hoping to achieve through your nonfiction multimedia work?
 - a. Has your work in this area, or others, changed at all in response to the pandemic?

We have a few questions about your approach to your work in this field. We're asking about your approaches pre-pandemic, but feel free to note where you may have pivoted more recently.

3. What kinds of **financial and non-financial strategies** have been most effective in supporting your grantees' success?
4. What is the **[funder name]'s perspective on the role of nonfiction multimedia** in influencing public discourse, civic engagement, the accountability of institutions, or the actions of those in power?

Probe for:

 - People in power take action
 - Public discourse
 - Civic engagement
 - Accountability of institutions
 - Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms

Funding Landscape

5. In addition to your organization and MacArthur, who are the **other key funders** in this space?

Probe for:

 - Areas and issues these funders are focusing on, areas gaining momentum, areas of remaining need
 - Recent or emerging funders
 - Factors that have influenced funders to enter or exit the nonfiction multimedia space
 - Opportunities to collaborate and partner with other funders of journalism and media
6. How have the levels of **investment into nonfiction multimedia** in the U.S. changed since 2015?

Nonfiction Multimedia Landscape and Outcomes

7. MacArthur's strategy is, in part, focused on strengthening the field in what they are calling nonfiction multimedia. How would you **describe this field and how it has changed** over the past five years?

Probe for:

 - Activities, supports, and resources needed to further enable the field's growth

8. Please describe **2-3 of the most influential trends** that have impacted the field of nonfiction multimedia since 2015.

Probe for:

- Economic and cultural trends
- Influence of COVID-19 crisis
- Shifts in demand for nonfiction multimedia
- Changes in connectedness, collaboration, learning, and supportive norms, narratives, policies, and values within the field
- Role of mis- and disinformation, including changes over the past five years, obstacles in addressing mis- and disinformation, field opportunities

9. What are some of the biggest **barriers and challenges** the field is facing? How are **funders** and other actors responding to these challenges?

Probe for:

- Barriers given the current COVID-19 crisis
- How [funder name] is responding to these challenges; how much and what they're funding (if possible—this may be sensitive)
- How other funders are responding to these challenges
- Remaining gaps/needs

10. What are some of the most **exciting changes or outcomes** among creators of nonfiction multimedia and organizations you're seeing in the nonfiction multimedia space?

Probe for:

- Examples of innovation and risk taking
- Increased collaboration among organizations, creators of nonfiction multimedia, and/or stakeholders in the field
- Broader dissemination and reach of content
- Increased supports / a support system for creators of nonfiction multimedia from historically underrepresented and marginalized groups
- Changes in audience consumption and understanding of content
- Influence of nonfiction multimedia on democracy (i.e., more accurate, just, and inclusive narratives; increased civic engagement; increased accountability of institutions)

Additional

11. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?

ANNEX 2.13. PARTICIPATORY CIVIC MEDIA GRANTEE SURVEY, 2020

Introduction

Please note this survey is optional. The MacArthur Foundation has engaged FSG, a nonprofit consulting organization, to serve as the Evaluation and Learning Partner for the Journalism and Media (JAM) program. The purpose of the survey is to help us **learn more about your organization** (including its resources, infrastructure, and capacities), your work and its contributions to the field, and the Foundation's support, as well as how these factors may have changed over time.

Questions ask about how your organization has evolved between 2015 (or the time period since your organization's founding, if later than 2015) and January 1, 2020, prior to the COVID-19 pandemic. At the end of the survey, we also ask how the pandemic is affecting your organization's work as well as what MacArthur should know about the current state of the field as it examines its funding strategy.

Please remember you can contact your MacArthur program officer at any time to share anything about the pandemic's effects on your organization, or anything else, directly.

The year 2015 coincides with the period in which MacArthur refreshed and expanded the Journalism and Media program. For data collection and evaluation purposes, 2015 is a significant time marker for MacArthur. We understand that it may not be for your organization. However, we are asking you to consider some of the survey questions with the time period of 2015 (or the time period since your organization's founding, if later than 2015) to January 1, 2020 in mind. This survey will play an important role in helping the Journalism and Media program's strategic decision-making, so we appreciate your time and candid responses.

Your responses to the survey will only be accessible to the FSG team, who will keep them **confidential**. FSG will remove all identifying information about respondents and organizations (including from written answers to questions) and will aggregate results prior to sharing them with the Journalism and Media program staff. The survey should take no more than **45 minutes** to complete. **If you are able to complete the survey, please do so by Friday, June 12th. We greatly appreciate your time and effort.**

How to Submit Your Responses: You will be able to return to this survey as many times as you need to by following the unique URL link that was sent to you by email. Note that your responses will only be saved when you progress from one page to the next by clicking the ">>" (forward) button. The link you have received is unique to you, so please do not share the link with others. When you have completed the survey and are ready to submit it, click the ">>" (forward) button on the last page.

If you have any questions about completing this survey or require technical assistance, please contact Caitlin McConnico on the FSG team at caitlin.mcconnico@fsg.org.

Your Organization's Capacities and Resources

Staffing and Leadership

1. Approximately how many full-time staff members did your organization employ as of January 1, 2020? *(Choose one answer below)*
 - 10 or fewer full-time employees 1
 - 11 – 20 full-time employees 2
 - 21 – 50 full-time employees 3
 - 51 – 100 full-time employees 4
 - Greater than 100 full-time employees 5

2. Approximately how many staff were in leadership- or management-level roles as of January 1, 2020? *(Choose one answer below)*
 - 10 or fewer leaders / managers
 - 11 – 20 leaders / managers
 - 21 – 50 leaders / managers
 - 51 – 100 leaders / managers
 - Greater than 100 leaders / managers

3. Approximately how many members served on the Board of your organization as of January 1, 2020? *(Choose one answer below)*
 - 5 or fewer members
 - 6 – 10 members
 - 11 – 15 members
 - Greater than 15 members

4. What was your approximate annual operating budget, as of January 1, 2020? *(Please enter numbers only)*

Funding

5. Do you agree, disagree, or are you not sure about these statements related to how your organization’s **financial capacity** changed between 2015 and January 1, 2020?

As of January 1, 2020...	Agree	Disagree	Not sure
We had greater financial resources necessary to effectively support our programs and operations compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had a more diversified set of revenue streams (e.g., philanthropic support, earned revenue, memberships) compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We had more stable revenue streams compared to 2015.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If ‘Agree’ to any of the above] To what extent did the MacArthur grant contribute to these elements (or element) of your organization’s financial capacity?

As of January 1, 2020...	Contributed greatly	Contributed a fair amount	Contributed a little	Did not contribute	Not sure
We have greater financial resources necessary to effectively support our programs and operations compared to 2015 or our founding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a more diversified set of revenue streams (e.g., philanthropic support, earned revenue, memberships) compared to 2015 or our founding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have more stable revenue streams compared to 2015 or our founding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organizational Capacity

6. Between 2015 (or your organization’s founding, if after 2015) and January 1, 2020, which aspects of your organization’s capacity increased? As of January 1, 2020:

	Increased since 2015 or our founding	Stayed the same since 2015 or our founding	Decreased since 2015 or our founding	Not applicable / Not sure
Capacity of those who were responsible for directing our organization to establish a clear vision, share it with others, and provide the information, guidance, and support needed to realize that vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to adapt to changes in the media ecosystem (e.g., misinformation and disinformation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve legal threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve personal safety threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity of our organization to prepare for, address, mitigate, and resolve digital security threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Diversity, Equity, and Inclusion

The following questions seek to better understand the **diversity** and **internal structural equity** of your organization. By **diversity**, we are referring to a greater representation of historically underrepresented and marginalized groups. These groups include populations that have and are continuing to experience marginalization in the U.S. (per the D5 Coalition): racial and ethnic groups - Asian Americans and Pacific Islander, African American / Black, American Indian and Alaskan Native, and Latinx/Hispanic; LGBT populations; people with disabilities; and women.

By **internal structural equity**, we are referring to efforts by an organization to use internal procedures and processes that deliberately seek to eliminate the enduring barriers that disproportionately affect people from historically marginalized communities in order to create a culture and space that is just and inclusive.

7. Between 2015 (or your organization’s founding, if after 2015) and January 1, 2020, to what extent had there been changes in the **diversity** (across race, gender, sexual orientation, ability) of your **staff/leadership/board members**?

	Much more diverse	Somewhat more diverse	About as diverse as before	Somewhat less diverse	Much less diverse	Not sure
Staff diversity on January 1, 2020 compared to 2015 (or your organization’s founding, if after 2015)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership diversity on January 1, 2020 compared to 2015 (or your organization’s founding, if after 2015)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board diversity on January 1, 2020 compared to 2015 (or your organization’s founding, if after 2015)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If ‘About as diverse as before’ in previous question] In the previous question, you indicated that staff diversity on January 1, 2020 was about the same as it was in 2015 (or your organization’s founding, if after 2015). We would like to understand what **staff** diversity was like in 2015 (or your organization’s founding, if after 2015). To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our staff was already diverse in 2015 (or your organization’s founding, if after 2015)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If ‘About as diverse as before’ in previous question] In the previous question, you indicated that **leadership** diversity on January 1, 2020 was about the same as it was in 2015 (or your organization’s founding, if after 2015). We would like to understand what **leadership** diversity was like in 2015 (or your organization’s founding, if after 2015). To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our leadership was already diverse in 2015 (or your organization’s founding, if after 2015)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PCM Grantee Survey, 2020

[If 'About as diverse as before' in previous question] In the previous question, you indicated that **Board** diversity on January 1, 2020 was about the same as it was in 2015 (or your organization's founding, if after 2015). We would like to understand what **Board** diversity was like in 2015 (or your organization's founding, if after 2015). To what extent do you agree with the following statement?

	Agree	Disagree	Not sure
Our Board was already diverse in 2015 (or your organization's founding, if after 2015)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To your knowledge, which of the following practices did your organization employ as of January 1, 2020 that have **explicit and measurable goals intended to support internal structural equity**? As a reminder, by **internal structural equity**, we are referring to efforts by an organization to use internal procedures and processes that deliberately seek to eliminate the enduring barriers that disproportionately affect people from historically marginalized communities in order to create a culture and space that is just and inclusive.

As of January 1, 2020...	We did this	We did not do this, but we are likely to do this in the future	We did not do this, and are not likely to do this in the future	Not sure
My organization implemented recruitment / hiring practices that supported internal structural equity (e.g., targeted recruitment and hiring of candidates from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented advancement / promotion practices that supported internal structural equity (e.g., explicit focus on supporting and developing staff and leaders from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented training / professional development practices that supported internal structural equity (e.g., organization-wide conversations around diversity, equity, and inclusion)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented retention practices that supported internal structural equity (e.g., mentorship for staff from historically underrepresented and marginalized groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented compensation and benefits practices that supported internal structural equity (e.g., pay equity analysis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented people development practices that supported internal structural equity (e.g., affinity groups / employee resource groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization implemented human resources practices that supported internal structural equity (e.g., clear protocol for resolving DEI-related issues)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented advancement / promotion practices that supported internal structural equity (e.g., explicit focus on supporting and developing staff and leaders from historically underrepresented and marginalized

groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented advancement / promotion practices that supported internal structural equity (e.g., explicit focus on supporting and developing staff and leaders from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented training / professional development practices that supported internal structural equity (e.g., organization-wide conversations around diversity, equity, and inclusion). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented retention practices that supported internal structural equity (e.g., mentorship for staff from historically underrepresented and marginalized groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented compensation and benefits practices that supported internal structural equity (e.g., pay equity analysis). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented people development practices that supported internal structural equity (e.g., affinity groups / employee resource groups). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

[If 'About as diverse as before' in previous question] In the previous question, you indicated that, as of January 1, 2020, your organization implemented human resources practices that supported internal structural equity (e.g., clear

protocol for resolving DEI-related issues). Did you do this prior to 2015 or was this something you started sometime between 2015 and January 1, 2020?

Drop down options: First implemented prior to 2015; First implemented between 2015 and January 1, 2020; Not sure

Supporting Individuals' Civic Engagement

Types of Support

9. What types of **support** did your organization provide to individuals and community groups, as of January 1, 2020? (Select all that apply)

- Access to new media tools and technologies
- Access to new platforms for media engagement (e.g., events, online)
- Financial resources (e.g. grants, paid fellowships)
- Legal supports
- Mentorship (e.g., connections to others at later stages of their career)
- Networking opportunities (e.g., with funders, other filmmakers)
- Peer supports (e.g., cohort learning, connections to others at similar stages of their careers)
- Personal / physical safety supports
- Technical supports (in support of development and/or production)
- Workshops / trainings to build specific media-making skills
- Supports that are tailored to the needs of historically marginalized / underrepresented makers
- Other (please describe): _____

10. What capacities does your organization need to better support individuals and community groups to become makers in the future? (*Write in*)

Contribution to Individuals and Community Groups

11. Please rate your agreement with the following statements about what your organization has **contributed to individuals and/or community groups**. Between 2015 (or our founding, if after 2015) and January 1, 2020, as a result of our engagement, more individuals and/or community groups:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
Had confidence in their ability to create change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Had opportunities to create change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Had media and digital literacy skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Used their media and digital literacy skills to engage civically	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were aware and understand risks and threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were able to protect themselves from risks and threats	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were inspired to share their voices and stories as an expression of their civic engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Took action to share their voices and stories as an expression of their civic engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programming and Field Contributions

Programming

12. We are interested in understanding **how organizations are approaching their programming**, and if and how this has changed between 2015 (or your founding, if after 2015) and January 1, 2020. Please select one option per row regarding how your organization’s practices in the following areas have changed.

Between 2015 (or our founding, if after 2015) and January 1, 2020...	Much more	Somewhat more	No change	Somewhat less	Much less	Not sure / Not applicable
My organization was experimenting with new / emerging forms of media in order to shape new media practices and standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was developing programming explicitly aimed at building skills and creating opportunities for individuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was supporting individuals to lead in their communities, build their networks, and create new organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. We are interested in understanding how organizations are collaborating with and facilitating connections to other groups, and if and how this has changed between 2015 (or your founding, if after 2015) and January 1, 2020. Please select one option per row regarding how your organization’s **collaboration with and facilitation of connections to other groups** has changed.

Between 2015 (or our founding, if after 2015) and January 1, 2020...	Much more	Somewhat more	No change	Somewhat less	Much less	Not sure / Not applicable
My organization was strategic about the platforms and / or channels we used to amplify the voices of our members and engage with new audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was coordinating with other organizations on narrative frames for key issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was collaborating with funders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was facilitating connections between individual makers and popular culture / entertainment media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was facilitating connections between individual makers and reporting / media actors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Field Contributions

14. Please rate your agreement with the following statements about the current state of the field. As of now:

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
Individuals and organizations sufficiently understood the dynamics of the emerging civic media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connections between people and organizations in the civic media field were sufficiently strong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient opportunities existed for peer learning and collaboration in support of civic media engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient infrastructure (e.g., tools, resources, funding opportunities) existed in the civic media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Young organizations and leaders in the civic media field had sufficiently supportive networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please rate your agreement with the following statements about your **organization’s contributions** to the field between 2015 (or your founding, if after 2015) and January 1, 2020. By “field”, we mean the groups and individuals using new media tools, practices, and platforms to build the civic engagement and political power of groups, particularly those that have been historically marginalized from full participation in the media ecosystem and, by extension, democracy.

As a result of my organization’s contributions...	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
Individuals and organizations better understood the dynamics of the emerging civic media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connections between people and organizations in the civic media field were stronger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More opportunities existed for peer learning and collaboration in support of civic media engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better infrastructure (e.g., tools, resources, funding opportunities) existed in the civic media field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Young organizations and leaders in the civic media field had more supportive networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. *[If 'strongly agree' or 'agree' to previous question – it will only show the items for which these options were selected]*

OPTIONAL: For the changes you identified in the previous question (those that you "strongly agreed" or "agreed" with), please share any brief descriptions and/or links to materials that reflect your contributions to the field. **PLEASE NOTE THAT THIS IS OPTIONAL AND NOT REQUIRED.**

Individuals and organizations better understood the dynamics of the emerging civic media field

Connections between people and organizations in the civic media field were stronger

More opportunities existed for peer learning and collaboration in support of civic media engagement

Better infrastructure (e.g., tools, resources, funding opportunities) existed in the civic media field

Young organizations and leaders in the civic media field had support networks

17. Please rate your agreement with the following statements about how your organization has **engaged with historically underrepresented and marginalized communities** between 2015 (or your founding, if after 2015) and January 1, 2020.

Between 2015 (or our founding, if after 2015) and January 1, 2020, my organization...	Strongly agree	Agree	Disagree	Strongly disagree	Not sure / Not applicable
Intentionally supported storytelling and civic engagement that reflect the experiences of historically underrepresented and marginalized communities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supported access to programming and content for people from historically underrepresented and marginalized communities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supported the involvement of the people and communities whose stories are being told as participants and storytellers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributed to audiences having more exposure to and a better understanding of nuanced issues, especially those that are important to historically underrepresented and marginalized communities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Effects of the Pandemic on Your Organization

18. **OPTIONAL:** If this is relevant to your organization and you are interested in sharing, please briefly share how the pandemic has affected your organization’s work, operations, and influence (e.g., the main challenges, opportunities).

Effects of the Pandemic on the Field

19. **OPTIONAL:** Given the unprecedented nature of the current pandemic, what should organizations like MacArthur have in mind about the field, and the current allocations of resources – regular and emergency?

MacArthur's Contribution

20. Please fill in the following sentence: **If it were not for MacArthur's funding, my organization would not have...**

Thank You

Thank you for your time and participation in this survey. You may submit your response by clicking the ">>" (forward) button on this page. Once you submit your responses, you will not be able to edit or change them.

ANNEX 2.14. PARTICIPATORY CIVIC MEDIA GRANTEE INTERVIEW GUIDE, 2020

Introduction

1. We have had a chance to do a little bit of research on your work and look at your grant reports, but it would be helpful to hear in your own words about your **background and role** at [NAME OF ORGANIZATION].

Probe for:

- Other MacArthur supports, resources, or opportunities they have taken part in

Changes within your organization and its influence

2. The next few questions are about changes within your organization since 2015. We know that the **COVID pandemic** has shifted just about everything in our lives and it is having some pretty dramatic implications for organizations in terms of current operations and long-term sustainability. How has it **affected your organization** and its work?

3. For the rest of the questions, we're going to focus on your organization's experience up until the COVID outbreak (January 2020). What have been the most significant changes **in your organization's capacity since 2015**? This could be related to finances, operations, staffing, etc.

Probe for:

- Financial capacity, flexibility/adaptability
- Changes to grantee organizations leaders' capacity, connections with network of other leaders, additional forms of support needed
- Capacity to support people who engage in civic media, especially those from historically underrepresented groups

4. What aspects of your **organization's internal policies, practices, and makeup** have enabled you to **better support the communities you serve**?

Probe for:

- a. Organization's policies and practices related to diversity, equity, and inclusion
- b. Representation of historically underrepresented and marginalized groups
- c. Change over time since 2015

5. In what ways, if at all, have your **network members or those who you train/serve/represent** changed since 2015?

Probe for:

- Changes in size of network and diversity (e.g., age, geography, etc.)
- Increased capacity of those in your network or those you train/serve/represent to use media for social change (confidence, beliefs, skills)

6. From your perspective, how has your organization **influenced who is being heard and who has power to shape policy and culture** since 2015?

Probe for:

- Creation of more accurate, just, and inclusive narratives
- Diversity of people who engage in civic media and diversity of content
- Public access to/engagement with more accurate, just, and inclusive narratives (i.e., dissemination to a wider audience)

7. How do you see your **organization's role in influencing** public discourse, civic engagement, the accountability of institutions, or the actions of those in power? What evidence have you seen that your organization is having this influence?

Probe for:

- People in power take action
- Public discourse
- Civic engagement
- Accountability of institutions
- Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms
- Influence of mis- and disinformation on your work, including changes over the past five years, obstacles in addressing mis- and disinformation, what the field could be doing

MacArthur Contribution

8. Based on the changes in your organization since 2015 that you have described, to what extent has **MacArthur support contributed** to these changes?
- a. What other organizations or factors have contributed to these changes? To what extent would they have occurred without MacArthur support?

Probe for:

- Value of general operating support
- Value of non-grantmaking activities, support, and resources

Wrap-up

9. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?

Optional

MacArthur's strategy is, in part, focused on building the field in what they are calling participatory civic media. How would you **describe this field and how it has changed** over the past five years?

Probe for:

- Activities, supports, and resources needed to further enable the field's growth
- Connections and collaboration across organization

ANNEX 2.15. PARTICIPATORY CIVIC MEDIA EXPERT INTERVIEW GUIDE, 2020

Background

1. Please tell us a little bit about your **background and area(s) of expertise**

Landscape factors/trends

We have a few questions about the civic media landscape (which, as described by MacArthur, refers to the ecosystem of media created by individuals to affect change in their communities and amongst democratic institutions). Our questions are mostly oriented to how the landscape was before the pandemic. We want to understand any thoughts you have related to what we should be aware of in terms of the current moment and how it is impacting the field.

2. MacArthur's strategy is, in part, focused on building the field in what they are calling participatory civic media. How would you **describe this field and how it has changed** over the past five years?

Probe for:

- Activities, supports, and resources needed to further enable the field's growth
- Connections and collaboration across organizations

3. Please describe **2-3 of the most influential trends** that have impacted the way individuals and small groups, especially those from historically marginalized communities, are using media to engage civically and politically since 2015.

Probe for:

- Economic and cultural trends
- Influence of COVID-19 crisis
- Changes in connectedness, collaboration, learning, and supportive norms, narratives, policies, and values within the field
- Role of mis- and disinformation, including changes over the past five years, obstacles in addressing mis- and disinformation, field opportunities
- Role of privately-owned technology platforms (e.g., communities using their platforms for civic and political engagement)

4. How do you see the field of civic media, as MacArthur describes it, **evolving**? To what extent do you see it taking shape?

5. From your perspective, how have the **demographics of people who engage in civic media** changed since 2015? What factors have contributed to these changes?

Probe for:

- Changes in representation among people who engage in civic media from historically underrepresented and marginalized groups
- Changes in representation and voice in popular culture, news, entertainment media, and nonfiction multimedia
- Activities of other actors and organizations to support people who engage in civic media from historically underrepresented and marginalized groups

6. What are some of the biggest **barriers and challenges** the field is facing? How are **funders** and other actors responding to these challenges?

Probe for:

- Barriers given the current COVID-19 crisis

7. From your perspective, how would you describe the **support system for people who engage in civic media**? To what extent are **young leaders** emerging from and being supported by the field?

Probe for:

- Value of/need for infrastructure and support networks
- Financial and non-financial opportunities for support

8. From your perspective, how are individuals and organizations **using new media tools, platforms and practices to engage civically**, and why? In what ways has this changed since 2015?

Probe for:

- Types of organizations and groups using participatory civic media; engagement among individuals/organizations across the political spectrum
- Extent to which interest in producing content is growing, and why
- Increased connections, coordination, and collaboration amongst civic media stakeholders

Content Production and Dissemination

9. From your perspective, how has **content creation, distribution, and consumption** of civic media changed since 2015? What role has **technology** played in these changes?

Probe for:

- Use of innovative approaches, methods, platforms, and tools
- Risk-taking

Influence and Impact

10. What role does civic media play in **influencing** public discourse, civic engagement, the accountability of institutions, or the actions of those in power? How has this role changed since 2015?

Probe for:

- People in power take action
- Public discourse
- Civic engagement
- Accountability of institutions
- Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms

Additional

11. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?

ANNEX 2.16. PARTICIPATORY CIVIC MEDIA FUNDER INTERVIEW GUIDE, 2020

Background

1. Please tell us a little bit about your **background and role** at [funder name].

Your Organization

2. Our understanding is that [funder name] **supports [X, Y, Z]** work related to media, civic engagement, democracy, and other areas. Why these particular areas? To what extent do you prioritize civic media in your grantmaking portfolio? What are you hoping to achieve through grantmaking?
 - a. Has your work in this area, or others, changed at all in response to the pandemic?

We have a few questions about your approach to your work in this field. We're asking about your approaches pre-pandemic, but feel free to note where you may have pivoted more recently.

3. What kinds of **financial and non-financial strategies** have been most effective in supporting your grantees' success?
4. What is the **[funder name]'s perspective on the role of bottom-up community-driven civic media** in influencing public discourse, civic engagement, the accountability of institutions, or the actions of those in power?

Probe for:

 - People in power take action
 - Public discourse
 - Civic engagement
 - Accountability of institutions
 - Inclusion of more diverse voices (particularly those from historically underrepresented and marginalized groups) in setting/shifting policy and cultural norms

Funding Landscape

5. In addition to your organization and MacArthur, who are the **other key funders** in this space?

Probe for:

 - Areas and issues these funders are focusing on – areas gaining momentum, areas of remaining need
 - Recent or emerging funders
 - Factors that have influenced funders to enter or exit the civic media space
 - Opportunities to collaborate and partner with other funders of journalism and media
6. How have the levels of **investment into civic media** (which, as described by MacArthur, refers to the ecosystem of media created by individuals to affect change in their communities and amongst democratic institutions) in the U.S. changed since 2015?

Civic Media Landscape and Outcomes

7. MacArthur's strategy is, in part, focused on building the field in what they are calling participatory civic media. How would you **describe this field and how it has changed** over the past five years?

Probe for:

 - Activities, supports, and resources needed to further enable the field's growth
 - Connections and collaboration across organizations

8. Please describe **2-3 of the most influential trends** that changed the way individuals and small groups, especially those from historically marginalized communities, are engaging civically and politically since 2015.

Probe for:

- Economic and cultural trends
- Changes in connectedness, collaboration, learning, and supportive norms, narratives, policies, and values within the field
- Role of mis- and disinformation, including changes over the past five years, obstacles in addressing mis- and disinformation, field opportunities
- Role of privately-owned technology platforms (e.g., communities using their platforms for civic and political engagement)

9. What are some of the biggest **barriers and challenges** to today's media ecosystem and democratic institutions? How are **funders** and other actors responding to these challenges?

Probe for:

- Barriers given the current COVID-19 crisis
- How [funder name] is responding to these challenges; how much and what they're funding (if possible—this may be sensitive)
- How other funders are responding to these challenges
- Remaining gaps/needs

10. What are some of the most **exciting changes or outcomes** among people who engage in the kind of media making we have been discussing – that is, the efforts of communities and individuals to make and circulate their own media as a way of influencing change?

Probe for:

- Increased opportunity for connection, collaboration, and learning
- Examples of innovation and risk taking
- Increased collaboration among organizations, people who engage in civic media, and/or stakeholders in the field
- Broader dissemination and reach of content
- Increased supports / a support system for people who engage in civic media from historically underrepresented and marginalized groups
- Increased representation of people who engage in civic media from historically underrepresented and marginalized groups in entertainment, news, pop culture
- Changes in public consumption and understanding of content
- Influence of civic media on democracy (i.e., more accurate, just, and inclusive narratives; increased civic engagement; increased accountability of institutions)

Additional

11. Is there **anything else** you'd like to add? Is there anything we should have asked that we didn't ask?

Thank you so much for your time. When I read back through my notes later, if I find I have any outstanding questions, would it be all right for us to follow up with you by email?