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**From the Selected Works of Matthew L Hale**

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# APPENDIX ONE 6.0.docx

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## APPENDIX ONE: Organizational Profiles and summary of conversations

**Note on Appendix One:** It was our original intention to include this information as part of the overall report. However, the creation of this section was in some ways a collaborative effort between our research staff and the staff of the nine organizations in our study.

As noted in the report, all of the organizations were given an opportunity to correct an earlier version of these narratives and we have attempt to incorporate all of the edits provided by each outlet.

It is our intention that this document will remain a work in progress to ensure that the information reported in it is true and accurate for each outlet. Study participants (and all interested parties) can download the document, make changes as they see fit using the “track changes” function in word. The research team will then make changes to the original document.

Ideally, as this document develops over time we will learn more about how the way these outlets conceptualize impact measurements evolves over time.

We welcome all comments and suggestions for improving this document.

### National Organizations

It was recently announced in March 2017 that the Center for Investigative Reporting, the Center for Public Integrity, and ProPublica each will receive a \$3 million grant from the Democracy Fund and First Look Media. This is a significant sum for each organization and indicates a proven track record of success for the national organizations in this study. In general, these three organizations can be characterized as thinking the “most” about impact and impact measurement when compared to other types of nonprofit news organizations. They are in many ways leading the industry in discussions of impact. However, they also are among the organizations who most tout their awards as evidence of impact.

#### ProPublica

ProPublica is a nonprofit [corporation](#) located in [New York City](#), with 13 news personnel outside of New York. In the near future they will launch ProPublica, Illinois which will have an initial staff of about 15 people and focus on state level news and investigations. ProPublica is an independent nonprofit [newsroom](#) founded in 2007 that produces [investigative journalism](#) in the public interest. ProPublica’s mission statement commits them to “*spur reform through the sustained spotlighting of wrongdoing.*” ProPublica has received four Pulitzer Prizes, most recently they received a Public Service gold medal for a series produced with the New York Daily News on the misuse of so-called “nuisance abatement” orders by the NYPD. In 2017, ProPublica has over 134 news partners that they share their news with and collaborate to create localized stories based on their reporting. This is an increase of 35 partners since 2016. These partners include; *AL.com, the Atlantic, Børsen [Denmark], Boston Globe, the Cente,*

*Foreign Policy, Mother Jones, New Yorker, New York Times, NPR News, Politico, Post and Courier [Charleston, SC], Source, Tampa Bay Times, Virginian-Pilot, and the Washington Post.*

ProPublica averaged 1.1 million unique page visitors per month and 2.6 million monthly pages views in 2016 and according to President Dick Tofel they expect a significant increase to both totals in the 1<sup>st</sup> quarter of 2017. As of April 2017, ProPublica has 650,000 Twitter followers and more than 315,000 Facebook fans.

### **Center for Public Integrity (CPI)**

The Center for Public Integrity (CPI) is a [nonprofit investigative journalism](#) organization founded in 1989 based in Washington, D.C. The Center's mission is:

***To serve democracy by revealing abuses of power, corruption and betrayal of public trust by powerful public and private institutions, using the tools of investigative journalism.***

CPI won the 2014 [Pulitzer Prize for Investigative Reporting](#), for "Breathless and Burdened," a series that revealed the systematic and unwarranted denial of benefits for sufferers of black lung disease by medical and legal professionals. The Center won a second Pulitzer Prize in 2017 in Explanatory Reporting for the Panama Papers, a project of the International Consortium of Investigative Journalists, which was a part of the Center at the time it was published.

Most recently, The [Center for Public Integrity](#) won the National Press Foundation's 2016 Thomas L. Stokes Award for Best Energy Writing for its investigation into the nation's worst fossil fuel polluters. The heart of the winning entry was a project titled "[America's Super Polluters.](#)" NPF judges said of the project, which is part of the Center for Public Integrity's overall "[Carbon Wars](#)"

Based on conversations with CPI staff, they believe that the key role of the work of the Center for Public Integrity is as an investigative news organization. They pointed out that their overall story count may be lower than other similar news organizations (it was in fact lower than the two other national organizations in our study) because they "*focus on in-depth investigative reporting.*" They largely concentrate on institutions and institutional changes opposed to individuals. They use large government datasets, which is very labor intensive and time consuming. For example, one recent dataset was 1.2 Terabytes of information. A mainstream media partner reprints "nearly every" story.

While their website traffic may be "*lower than others,*" their impact can be seen through their mainstream partnerships. They are able to multiply and grow their reach with these partners that include *the Washington Post, Gannett, USA Today, Salon Slate, and the Huffington Post.* USA Today uses CPI in local papers, so stories are featured multiple times in local venues. They have created a partnership with the *Associated Press*, which they claim is unprecedented, saying "*This partnership is a force multiplier with immense benefit.*" With this alliance, one CPI/AP collaboration on the opioid lobby was featured on the front pages of 171 newspapers nationwide.

CPI stories are also distributed through syndicated radio. They have recently collaborated with the Center for Investigative Reporting (CIR) and their syndicated radio show REVEAL. REVEAL will do 10-20 minute radio spots which are carried on more than 400 NPR stations nationwide.

Metrics are seen by CPI as crucial but as time consuming to gather. They use a daily clipping service (Meltwater) to measure reach. They are also using CIR's Impact Tracker, which is an important tool in the nonprofit world because "*fundors want to see metrics.*" They also use the American Press Institute's Metrics for News content analysis software and Google Analytics.

The initial story and video in their "Carbon Wars" series was partnered with the *Weather Channel and USA TODAY* and Gannett Newspapers, "*a terrific trifecta*". *USA TODAY* ran a version of CPI's national piece and dozens of Gannett papers used CPI data to do their own articles. On the *Weather Channel*, the traffic was astounding: 929,560 views of the interactive graphic and 1,931,459 video views for the short-form video. The visibility yielded by these partnerships is seen as crucial to the future success of CPI. CPI has worked successfully with *USA TODAY/Gannett* several times, and increased re-purposing with *Time.com, NBCnews.com, PRI and Mother Jones*. In recent months, CPI has collaborated with *Newsweek, SALON, WNYC and Ars Technica* and they were also in a paid collaboration with *Al Jazeera English* before the network ceased operations.

Finally, it is important to note CPI's relationship with the International Consortium of Investigative Journalists. The ICIJ until very recently, was project of the Center and was created by Center founder Charles Lewis. As of late February, it has become a stand-alone operation.

### **Center for Investigative Reporting (CIR)**

According to the CIR staff and editors; The Center for Investigative Reporting (CIR) is a nonprofit 501(c)(3) news organization headquartered in [Emeryville](#), California that publishes national stories with relevance to local communities and local/regional stories with national relevance. It derives the majority of its funding from donations from foundations and individuals; it also has a nascent membership program. Approximately 10 percent of CIR's revenue is earned income. CIR was founded in 1977. Its current editorial focus includes three primary "verticals": accountability, inequality and sustainability. In 2010, CIR launched its [California Watch](#) reporting initiative. In 2013, it produced the first pilot episode of Reveal, a public radio program that it co-produces with PRX. Reveal was launched as a weekly radio show and podcast in January 2016; it now airs on more than 400 public stations nationwide and is downloaded as a podcast more than 1.5 million times monthly. In addition to investigations from CIR, Reveal features a wide array of co-produced stories with nonprofit and for-profit media partners, freelancers and international reporting organizations. CIR's content reaches an audience of millions through the combined audiences of its online text stories, radio show, podcast, videos and publication partnerships.

In 2012, CIR received the MacArthur Award for Creative and Effective Leadership, which came with a \$1,000,000 grant. CIR stories have received numerous other journalism awards including

the Alfred I. duPont-Columbia University Silver Baton, [George Polk Award](#), [Emmy Award](#), [Scripps Howard Award](#) and numerous Investigative Reporters and Editors Awards.

CIR is the only program we spoke with that created a staff position dedicated to researching and measuring impact. Former Director of Strategic Research, Dr. Lindsay Green-Barber is the author of an important and influential paper on ways of conceptualizing media impact available at [NiemanLab.org](#). In it, she defines impact as *“a change in the status quo as a result of direct intervention, be it a text article, a documentary film or a live event.”* She further outlines three levels of impact: micro, meso and macro. Micro level impact are *“changes that happen at the level of an individual, as a result of his or her consumption of media.”* This includes *“awareness, attitude change, action and civic engagement.”* Meso level outcomes are those *“changes that happen at the level of a group as a result of its consumption of media.”* This can include *“awareness, attitude change, collective action, civic engagement and social capital creation.”* Macro outcomes are those *“changes that happen at the level of an institution or power holder, resulting in structural changes.”* Examples of macro outcomes are *“agenda setting and institutional responses.”* Dr. Green-Barber also contends that measures of media impact include how other media outlets are responding to given content to *“amplify its message and give it an extended life.”* Media amplification examples are *“data used, full story reprinted, localization, collaboration and awards.”*

While at CIR, Dr. Green-Barber also created a number of tools for measuring impact. These include an Impact Glossary (<http://impact.cironline.org>) and CIR’s *Impact Tracker*. The Impact Tracker is an open source interactive database that is available free to the public at <https://www.revealnews.org/article/cirs-impact-tracker-how-to-use-it-and-why-you-need-it/>. The tracker has also been customized by Green-Barber for a wide range of media organizations and foundations. Once installed, staff use the tracker to create records of the impact that individual stories have using the micro, meso and macro frameworks. Finally, Dr. Green-Barber and others at CIR articulated that a significant part of measuring impact is to set *“impact priorities”* and to *“socialize these throughout the newsroom so everyone knows what counts and should be entered.”*

## **State and Local Organizations**

The three state and local news organizations in the study are [inewssource.org](#), NJ Spotlight and the Arizona Center for Investigative Reporting. The organization all focus on the state or local level but are incredible diverse in size and scope. As noted earlier NJ Spotlight dominates this outlet class by its sheer production volume. However, the other two sources produce highly respected and informative content in their regions. In addition, to its high production volume NJ Spotlight was also unique in our interviews in highlighting its direct impact on legislative outcomes.

## **inewssource.org**

inewssource is a nonprofit, nonpartisan news organization founded in 2009 in San Diego, CA. Their stated goal is; *“to provide readers with the most authoritative and in-depth stories possible on issues that affect the future of everyday San Diegans.”* inewssource is based inside the KPBS (San Diego public television) newsroom, though it is independently funded through grants, philanthropy, individual donors and some earned revenue. Reporters and editors at inewssource frequently teach, train and mentor at SDSU’s School of Journalism and Media Studies. In 2016, inewssource won six (6) awards from the Society of Professional Journalists in San Diego including three first place awards for Daily Reporting Legal Story, Audio Reporting Investigative/Enterprise and Daily Reporting Business Story. In 2015, they won four (4) Edward R. Murrow awards from the Radio Television Digital News Association, two awards were for national stories and two were for regional coverage.

According to interviews and e-mails with staff, inewssource began tracking the impact of their reporting in a more standardized way about 12 months ago. While not as programmatic as the tools used at organizations like CIR, their current methodology for measuring impact attempts to *“make tracking impact more consistent and analyzable.”* Like many other organizations, reporters do the tracking at inewssource. This is because they are *“closest to the sources, lawmakers and community members who would be affected by their stories and likely to react.”* The risk in having reporters be responsible for tracking impact is that *“reporters are busy and don’t always make the time, or simply forget to track their impact.”* That means inewssource often scrambles to update the lists, which means they know that they may miss some instances of impact. Inewssource has used the micro/meso/macro levels developed by CIR, which they adopted after conversations with the impact research staff at CIR and other nonprofit news organizations. inewssource uses a custom Google Forms document that allow reporters to categorize stories by story theme, its micro/meso or macro level and specific examples of what impact actually was. The intention was to create something that is easy and efficient for reporters to fill out. inewssource tracks reach through a few different sources, particularly through Google Analytics and with assistance from KPBS.org, their long running news partner. They also regularly monitor analytics on Facebook, Twitter and MailChimp, which they use for their newsletter. Mailchimp enables inewssource to track open rates and click throughs, which inewssource uses as a measure of engagement in addition as pointing to prospects for fundraising.

This impact data collected by inewssource is used for two audiences. First, for grant reports and major donors, impact data provides detailed evidence of the import of specific stories or themes. Second, impact data is useful for their broader readership since the impact reports can highlight tangible impacts and be used to underscore its role in the community. In addition, inewssource informally uses reports that look at the most-read stories, readership changes over time, social media demographics to see which stories might be trending, and to see stories that might have performed better on one website but not others. This data gives then a window into

how different audiences use different content platforms and different content types. For example, inewsource recognize that its databases and maps are growing in popularity. This information is instructive as they continue to build their organization.

### **Arizona Center for Investigative Reporting**

The Arizona Center for Investigative Reporting (AZCIR) is a nonprofit media organization dedicated to statewide accountability journalism based in Phoenix, Arizona. Founded in 2012, AZCIR's mission is to *"produce, foster and promote investigative journalism through original and collaborative reporting, public events and trainings, for the betterment of their communities."* They accomplish this mission through *"innovative, interactive and in-depth investigative reporting that incorporates data analysis and visualizations, multimedia gathering for publication in all news mediums and interactive digital content such as geographic mapping and spatial analysis."* They publish content digitally on AZCIR.org and through partnerships with various Arizona news organizations. These partners include Arizona State's Morrison Institute for Public Policy, ABC15 Arizona, the Arizona Capital Times, and the TusconSentinel.com,

AZIR is *"working to build an environment of collaborative investigative journalism, by which newsrooms can combine resources for greater impact."* AZCIR will serve at the core of those collaborations, in addition to providing original content for statewide distribution. The Arizona Newspapers Association recognized AZCIR's reporting with top honors at 2016 Better Newspaper Contest. In addition to being awarded second place for overall community service and journalistic achievement for daily news organizations with less than 25,000 circulation, the Center took home four individual awards, in the news, multimedia storytelling, enterprise reporting and investigative reporting categories.

When AZCIR generates original stories, they share them with every media outlet in Arizona (as well as a few of national sites) under a Creative Commons license (*available at <https://creativecommons.org/licenses/by-nc-nd/3.0/us/>*) that allows others to republish AZCIR on their website and/or their print edition. Unless otherwise noted, all AZCIR content is covered by a BY-NC-ND 3.0 US Creative Commons license. Any news outlet is free to copy, distribute and transmit AZCIRs work and AZCIR allows content to be edited for local coverage. AZCIR uses Excel to manually track instances when another publication uses their content. Additionally, they also partners directly with a media outlet for work on a story, but these partnership efforts are most often exclusive publishing arrangements.

### **NJSpotlight:**

According to its web site (<http://www.njspotlight.com/>) NJ Spotlight is an award winning editorial website that delivers news and analysis about politics and public policy based in Montclair, New Jersey. NJ Spotlight was *"founded in 2009 to fill the vacuum created when the business model for conventional journalism collapsed."* Their goal is to deliver impartial, in-depth coverage of the New Jersey State House, with a particular focus on the budget, education, energy, and environment.

In 2014, NJ Spotlight was named the best independent online publication by the New Jersey Society for Professional Journalists. The Online News Association singled them out for general excellence in online journalism. NJSpotlight earned an Edward R. Murrow award from the Radio Television Digital News Association for an online news organization in 2015. Recently, the League of Women Voters of New Jersey presented NJSpotlight with the “Making Democracy Work” award for “outstanding work and dedication serving the community.”

NJ Spotlight operates through foundation support, including founding funders the Community Foundation of New Jersey, the John S. and James L. Knight Foundation, and the William Penn Foundation -- as well as the Geraldine R. Dodge Foundation, the Fund for New Jersey, Ethics and Excellence in Journalism Foundation, the Healthcare Foundation of New Jersey, and the Nicholson Foundation.

NJ Spotlight has partnerships with WNYC and WHYY, the all-news public radio stations in New York and Philadelphia respectively. “Hundreds of stories have been shared with them on a regular basis” as they look to NJ Spotlight as a key player in their New Jersey coverage. They are also regularly picked up by local papers like NJ.Com/Star Ledger and Philadelphia Inquirer both online and in print. Again, hundreds of stories have appeared online and about two dozen in the print editions. Indeed, in the past month (March 2017), two of their stories were the lead stories in the Star Ledger's Sunday print edition. In addition, many of New Jersey's “hyperlocal” stations adapt NJSpotlight content.

Conversations with NJSpotlight staff led them to identify a number of specific policy changes that resulted from their stories. These include;

[Cleaner Drinking Water](#): The Drinking Water Quality Institute is a state-appointed body made up of scientific experts charged with protecting our drinking water through continually testing and monitoring for toxins and making sure drinking water is up to standard and that the current state standards are sufficient. In 2015, NJ Spotlight discovered that the group had not met for almost two years, because the Christie administration had not appointed members when terms expired and thus they no longer had a quorum. NJ Spotlight discovered this as a result of their increased coverage of drinking water.

After their stories exposed the problem, the Institute was quickly brought up to its full membership and they set to work. Indeed, the first toxins tested by the Institute has found high rates of PFNAs and PFOAs (toxic chemicals linked to cancer) in drinking water and have set a new tough standard for PFNAs, and shortly will finish their work on PFOAs.

**Government Transparency** – Just recently, a bill has been signed that makes it easier for residents to understand where local tax dollars go and compare them year to year. *“This is a direct result of an NJ Spotlight examination of published town-by-town data that suppressed information showing that net property taxes had risen dramatically in the first three years of the Christie administration.”* This story started in 2013, when NJ Spotlight realized the state did not include homeowner tax rebates – which had been awarded to any property owner earning less

than \$250,000 – when comparing taxes year to year. When added to the calculation, it showed that net property taxes increased 18.6 percent under Gov. Chris Christie, as opposed to 6 percent under his predecessor. This caused a firestorm, as Christie was fond of saying he had held down property taxes. So the next year, the Christie administration completely readjusted its tax tables, publishing new ones backwards to 2008, in order to hide special rebates and other factors would change the net property tax result.

### **Lead poisoning**

NJ Spotlight's aggressive coverage on lead contamination, the governor's diversion of funds for remediation, and the impact on child blood-lead levels brought significant attention to the issue. While state officials pushed back on suggestions that they had not invested enough in prevention and screenings, the state did tighten its blood-lead level standards significantly – first by regulation in July 2016 and then by law, when Christie signed a bill in December that tied the state's requirements to federal guidelines. (The change dropped the level of 'concern' from 10 micrograms per deciliter to 5.)

### **Stability of Mental Health Delivery**

Coverage of how the state pays community health providers, questioning whether new reforms would lead to financial instability for many providers, convinced the Department of Human Services to delay a program rollout and re-adjust the Medicaid service rates for key treatments, an issue that had been a priority for providers. In addition, the legislature has advanced a bill that requires state monitoring of this reform to ensure patients still have access to services.

## **Academic Organizations**

The three academic organizations in the study are The Investigative Reporting Program at UC Berkeley, Investigative Reporting Workshop at American University and The Wisconsin Center for Investigative Journalism. These organizations often serve dual-purpose, namely educating future journalists while at the same time producing high quality investigative and news reporting.

### **The Investigative Reporting Program (UC Berkeley)**

The Investigative Reporting Program (IRP) at UC Berkeley's Graduate School of Journalism is dedicated to promoting and protecting the practice of investigative reporting. The IRP was established in 2005 by veteran investigative reporter Lowell Bergman, the program's Logan Distinguished Chair. Evolving from a single seminar, the IRP now encompasses a nonprofit newsroom, a seminar for undergraduate reporters and a post-graduate fellowship program, among other initiatives. The IRP also works closely with students to develop and publish their own investigative pieces.

The IRP seminar focuses on a range of topics including developing sources, conducting research and interviews, collaborative/multi-platform reporting, ethical considerations and instruction

on specialized subjects, such as international corruption and corporate malfeasance. Classroom guests include investigative reporters and editors, sitting judges, prosecutors, first amendment attorneys, private investigators, current and former government officials and others whose work is key to developing and reporting investigative stories.

The IRP has produced and contributed to dozens of stories for broadcast, print and online outlets. The stories have ranged from a probe into the money behind college sports, the holes in homeland security and the dysfunctional patchwork of death investigation in America. Award-winning stories include exposés of poor worker safety in the metal industry, the hidden history of credit cards, corruption in Mexico, the California energy crisis, and a prescient look at Osama bin Laden.

The IRP's work has appeared on PBS Frontline, Frontline/WORLD, NPR and PBS NewsHour and in publications such as Mother Jones, The New York Times, Los Angeles Times, Time magazine and the San Francisco Chronicle, among others.

Since 2007, the U.C. Berkeley Graduate School of Journalism's Investigative Reporting Program has hosted a "by invitation only" symposium each spring in honor of the Reva and David Logan Foundation, which endowed the program. The only symposium of its kind in the country, it routinely brings together a veritable "who's who" of top journalists, law enforcement and government officials to address the critical issues confronting this specialized field. The symposium also unites media executives involved in both non-profit and commercial outlets, as well as media attorneys, academics, major foundations, and philanthropists who support journalism in the public interest.

The IRP is funded In addition to the Reva and David Logan Foundation, the IRP's foundation partners include the John D. and Catherine T. MacArthur Foundation, the Gladys P. & Alfredo I. Rodriguez Fund, the Sandler Foundation, and the Stephen M. Silberstein Foundation.

In 2016, California Gov. Jerry Brown [signed](#) a bill that increases workplace protections against sexual assault and harassment. The bill was introduced in [response](#) to "[Rape on the Night Shift](#)," a collaborative documentary by the IRP, PBS Frontline, Univision, Reveal at The Center for Investigative Reporting and KQED, which investigated the sexual abuse of female janitors who often work alone late at night. The program received a \$1.5 million grant from the MacArthur Foundation in 2016.

### **Investigative Reporting Workshop at American University**

The Investigative Reporting Workshop, a project of the School of Communication (SOC) at American University, is a nonprofit, professional newsroom in Washington, DC. The Workshop was founded in 2009 and originally modelled on the Children's Television Workshop, which was created to produce "Sesame Street" but became an incubator and innovator for much of educational television. The Workshop publishes in-depth stories at [www.investigativereportingworkshop.org](http://www.investigativereportingworkshop.org) about government and corporate accountability,

ranging widely from the environment and health to national security and the economy. The Workshop pairs experienced professional reporters and editors with graduate students, and co-publishes with mainstream media partners and nonprofit newsrooms. The program has partnerships with PBS FRONTLINE, The Philadelphia Inquirer, msnbc.com and various organizations in the Investigative News Network (INN).

The Workshop helped develop the American Press Institute's guiding principles for nonprofit newsroom. The workshop also attempts to analyze and experiment with new economic models for creating and delivering investigative reporting. The Workshop's Investigative Laboratory or iLab, has assisted in the development of several nonprofit ventures. For example, they created "Metrics for News" a content analysis software as well as other new journalism metrics and audience surveys designed to help publishers build more data-driven content strategies.

The Democracy Fund and First Look Media awarded the Workshop a two-year \$500,000 grant in 2017 to expand collaborations between university students and professional journalists. American University received a \$1.5 million grant from the MacArthur Foundation in 2016 for support of the Workshop. There were 624,961 page views at [investigativereportingworkshop.org](http://investigativereportingworkshop.org) in 2016 and 197,245 unique sessions. Podcasts have had over 400,000 downloads.

The Workshop's affiliation with the University has allowed them to train and mentor more than 120 students to work as researchers, reporters, videographers, graphic artists and bloggers.

### **The Wisconsin Center for Investigative Journalism:**

The Wisconsin Center for Investigative Journalism, [www.WisconsinWatch.org](http://www.WisconsinWatch.org) is a nonprofit and nonpartisan center based in Madison, Wisconsin. Its mission is to *"increase the quality and quantity of investigative reporting in Wisconsin, while training current and future generations of investigative journalists."* Its work fosters *"an informed citizenry and strengthens democracy."*

The Center's guiding principles are to *"protect the vulnerable, expose wrongdoing and seek solutions."* Its focus is on government integrity and quality of life issues including the environment, economy, justice system, education and health. The Center collaborates with, but is independent of, the University of Wisconsin-Madison School of Journalism & Mass Communication, where it is located. The Center also partners with Wisconsin Public Radio; and Wisconsin Public Television — and with mainstream and ethnic news media across the nation. The Center is a founding member of the Institute for Nonprofit News, formerly the Investigative News Network, the first network of nonprofit journalism organizations that conduct investigative reporting in the public interest. It is a national leader in establishing high standards of editorial independence and financial transparency, requiring that all funders be publicly identified to help protect the integrity of the journalism.

Since its launch in January 2009, the Center has distributed about 300 major reports, including stories focusing on:

- the growing reliance on immigrants by the state’s dairy industry (a multi-part bilingual series);
- barriers to treatment for mothers suffering from perinatal depression;
- Wisconsin’s troubling increases in suicides;
- the underreporting of sexual assaults on Wisconsin campuses;
- regulatory failures that led to the contamination of the drinking water of tens of thousands of residents; and
- conditions in state prisons, including use of a controversial solitary confinement program that holds some inmates in isolation for more than two decades.

Many of the Center’s reports are produced in collaboration with other news organizations in Wisconsin and nationwide. According to estimates produced by the Center, its reports have reached an audience of 59 million people and have been cited, published or broadcast by 600 news organizations including Wisconsin Public Radio, The New York Times, The Capital Times, Milwaukee Journal Sentinel, Wisconsin State Journal, Green Bay Press-Gazette, Oshkosh Northwestern, La Crosse Tribune, Eau Claire Leader Telegram, The Country Today, WBAY-ABC in Green Bay, Hudson Star-Observer, Janesville Gazette, La Comunidad and WisPolitics.com.

The Center seeks to collaborate with, rather than simply compete against, other news organizations, to maximize the use of resources. Reports are fact-checked to ensure accuracy and distributed free via a password-protected embargo system to news organizations, who are permitted to edit the stories or add their own reporting to meet the needs of their audiences. The Center has a staff of four full-time professional journalists, several paid student interns who work as investigative reporters and public engagement and marketing assistants, part-time staff members and skilled volunteers who assist in journalistic and financial operations.

The Center has its own [Story Tracker](http://wisconsinwatch.org/in-the-news/our-stories/) available at <http://wisconsinwatch.org/in-the-news/our-stories/> that shows where their stories have appeared or have been cited or used. Interactive maps available at <http://wisconsinwatch.org/in-the-news/maps/> [Coverage and pickups maps](#) show places around the state that have been covered in the Center’s major investigative reports and show the locations of the news organizations that have used or cited the Center’s content. As of April 6, 2017 the website states, Wisconsin Watch has shared more than 300 stories with almost 600 news organizations.

[Interactive maps](http://wisconsinwatch.org/in-the-news/maps/) at <http://wisconsinwatch.org/in-the-news/maps/> show places around the state that have been covered in the Center’s major investigative reports and show the locations of the news organizations nationwide that have used or cited the Center’s content.