



Chairman/CEO Charles L. Overby, left, and President Peter S. Prichard with a casting of the statue of Freedom that stands in Freedom Park. The statue is a reproduction of the one atop the U.S. Capitol dome.

Our focus is on four priorities that can make a difference

When former Secretary of State James Baker gave the opening dedication remarks for our Berlin Wall exhibit in Freedom Park, he talked about the importance of leadership that led to freedom around the world.

Part of leadership is identifying your most important priorities and focusing on them. In our work at The Freedom Forum, we try to touch hundreds of thousands of people each year, ranging from people in power to people with dreams but no power or money.

This year, we have decided to focus most of our resources and staff time on four priorities:

- **The Newseum**, our largest educational effort, has attracted more than 1 million visitors to its Arlington, Va., facility. In addition, we took the best of the Newseum and put it inside two expandable trucks to travel to 23 states. More than 120,000 people have visited Newseum's NewsCapade with Al Neuharth. By the end of 2000, the exhibit and Neuharth will have traveled to all 50 states.
- **Increasing diversity in newsrooms** requires much more attention if we believe that newsrooms should reflect the population of the country. Percentage wise, there are twice as many minorities living in the USA as there are working in newspaper newsrooms. Newspapers need to hire 1,000 to 2,000 additional minority journalists every year just to close the gap. We will devote new efforts to increase dramatically the number of minority journalists entering newsrooms.
- **The First Amendment** needs help. We will be devoting increased resources to promoting First Amendment values. We are expanding our First Amendment Center with increased emphasis and visibility at our office in New York City. We received a wake-up call when our 1999 State of the First Amendment survey revealed that a majority thinks the press has too much freedom.
- **Helping journalists in developing countries** will continue to be important. Thousands of journalists are working in free environments, but their work is not free of problems.

We had one project in 1999 that didn't work. We had hoped to launch a full-time public-affairs cable network, called Forum Network. We had an excellent partner: WETA, the public television station serving the Washington, D.C., area. But we ran into trouble getting carriage for the network, so we folded the operation.

We believe there continues to be powerful synergy between The Freedom Forum, the Newseum and broad-

casting. The Forum Network was a useful research and development tool.

We hope this annual report helps you understand our priorities and programs.

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Two valuable trustees retired in 1999 after long and distinguished service.

Al Neuharth, the founder of The Freedom Forum and a trustee for 34 years, and Jack Heselden, a trustee for 32 years and a behind-the-scenes giant, both retired as part of the evolving leadership plan at The Freedom Forum. Happily, both have agreed to continue in advisory roles.

Al will serve as senior advisory chairman and will continue to represent us at special events. He has agreed to speak and write on our behalf. He also will complete his extraordinary 50-state tour with the Newseum's NewsCapade.

Al's legacy, among other things, will be his free spirit. Beginning in 2000, we will present annually the \$1 million Allen H. Neuharth Award for Free Spirit. We also will host high school journalists from every state for a conference that will focus on journalism, the First Amendment and free spirit.

Although Jack isn't known by as many people worldwide as Al, his work and influence at the foundation have been enormous. He has seen the evolution of the foundation from a small office in Rochester, N.Y., where it was the Frank E. Gannett Newspaper Foundation, to The Freedom Forum, an international operation that reached people in 61 countries in 1999.

Al and Jack won't be voting at board meetings anymore, but their counsel and examples will continue to inspire another generation of leadership.



Allen H. Neuharth, left, and Jack E. Heselden revisit the building in Rochester, N.Y., where they began their tenures as foundation trustees in the 1960s. Both retired from the Board of Trustees in 1999 but continue to serve in an advisory capacity.

CHARLES L. OVERBY
Chairman and Chief Executive Officer

PETER S. PRICHARD
President