

## New Hampshire Public Radio 2024 Community Representation Report



NHPR's mission is "Expanding minds, sparking connections, building stronger communities," which supports our vision of providing trustworthy journalism throughout New Hampshire and beyond. This second annual report documents our progress toward the commitments we've made to our stakeholders – including our staff, board, community advisors, and most importantly the public – to cultivate an inclusive, vibrant culture guided by our core values and the power of civil discourse among the communities we serve.

Debates around the meaning and impact of *diversity*, *equity*, *inclusion*, and *belonging* have intensified, and powerful voices have pressed institutions to scale back initiatives that support organizational growth. Our commitment to these values remains resolute. Recognizing the cultural, moral, and legal imperatives of upholding equitable practices, NHPR has integrated the variety of perspectives of our staff into our strategies for fostering an excellent workplace and a news service that merits the public's trust. This ensures that our efforts not only reflect our values, but also meet the standards expected of a public media organization.

To realize our mission and vision, we are deeply engaged in cultural change at NHPR. Here, culture encompasses the shared values, beliefs, attitudes, and behaviors that shape how we lead, communicate, and operate daily. We envision a workplace where every staff member feels valued, supported, and respected. By listening with discernment and providing equitable access to resources and opportunities, we are continuously adapting our practices to meet the evolving needs of our employees, industry, and community.

Our objective is not to change individual hearts and minds, but to establish policies, practices, and systems that fairly address the diverse needs of our stakeholders. For instance, in 2024 we revised our bereavement policy to offer leave following the loss of a "significant loved one" and introduced floating paid holidays to allow time off when it is most meaningful. These initiatives are designed



to support employees from all backgrounds, aligning with our core values of accountability, adaptability, integrity, mutual respect, resourcefulness, and teamwork. We have also renamed this report to better describe our intention: representing and reflecting the communities we serve, in inclusive and equitable ways that engender a sense of belonging among our listeners, readers, supporters, sponsors, and staff.

As we move forward, our commitment to increasing cultural competence, humility, and understanding remains unwavering. We are dedicated to building our capacity for managing conflict and fostering dialogue across differences, ensuring that the work of community representation endures as a strategic and sustainable foundation for the future.

The publication of an annual report is a component of NHPR's [Strategic Plan for Diversity, Equity, Inclusion, and Belonging](#). Originally developed by NHPR's staff, reviewed by the NHPR Board's Ad Hoc Committee on Organizational Culture, and adopted by NHPR's Board of Trustees, the plan lays out objectives and strategies in six realms:

REALM	OBJECTIVE
<b>Organizational</b>	Diversity, equity, and inclusion are essential to our success as an organization and as such is reflected in our goals, policies and other guiding documents.
<b>Hiring, Retention and Service</b>	We will increase the diversity of our staff, board, and advisory committees.
<b>Environment</b>	Ensure that NHPR's environment is inclusive, welcoming, and supportive of all staff.
<b>Content and Communication</b>	Our content, both broadcast and digital, will reflect and amplify the voices of those who have been traditionally underrepresented in public media. Our communication with the public will reflect our commitment to diversity, equity, and inclusion.
<b>Beyond the Station Walls</b>	We will look for opportunities to work with diverse individuals and organizations owned and led by people who self-identify as BIPOC (Black, Indigenous, People of Color) or from other underrepresented communities.
<b>Accountability</b>	We will hold ourselves accountable to achieving our organizational goals and pledge to share our progress on this journey.



## NHPR'S DEIB COUNCIL

This year, the group renamed itself the DEIB Council, adding the dimension of *belonging* to focus on the desired outcome of the work. The Council consists of five to eight staff members representing a cross section of staff and management. It meets biweekly for candid conversations on topics ranging from ethics to pay equity, Abenaki land statements, and inclusive holiday celebrations. Our most recent staff sentiment survey indicates that some feel the Council is not moving fast enough, while others feel that it is on pace. Council members defined terms describing their work that steer clear of assumptions and capture the evolving nature of our learning environment. Our working definitions are as follows:

- **Diversity** means acknowledging differences including race, age, ethnicity, religion, gender, sexual orientation, socioeconomic status, physical ability, mental health, work style, and geography.
- **Equity** is ensuring each person has what they need to participate and thrive, while providing access to opportunities.
- **Inclusion** is creating a culture in which people feel safe and motivated to express their ideas and perspectives.
- **Belonging** is the feeling of acceptance, inclusion, and connection to a group or community.

## ORGANIZATIONAL

This year NHPR completed and integrated all 15 of the tactics that our DEI Strategic Plan identified in this realm. Highlights include:

- NHPR allocated funds in the fiscal FY24-25 budget to further staff education. In April 2024, the Council hosted Minal Bopaiah, author of *Equity* and founder of [Brevity & Wit](#), whose team has become a resource and guide to NHPR and other public media partners. We worked to increase our cultural competence as a staff, beginning with a series of workshops focused on approaches to difficult and challenging conversations.
- We will be publishing semi-annual data on the [diversity of NHPR's staff](#) soon.
- We revised NHPR's policies through an equity lens, including our [Code of Ethics](#), [Anti-Racism Policy](#), and other guidelines that serve to clarify expectations. All were incorporated into our updated Employee Handbook.
- In 2024, 60% of our staff documented a DEIAB goal relevant to their work, the same percentage as in 2023. Our goal is to have 100% of staff set a goal related to diversity, equity, inclusion, or belonging, in support of our strategic priority to "Excel as a Place to Work and Serve."



## HIRING, RETENTION, AND SERVICE

Our goal is that the staff, Board of Trustees, and Community Advisory Board of NHPR each reflects the diversity of New Hampshire. That breadth of engagement and representation is one of the best ways we know to ensure that a variety of viewpoints and life experiences is captured in our journalism and our public service. For staff, we identified six tactics in HR, all of which have been successfully integrated into our processes, while ensuring that all employment decisions are based on qualifications and skills.

To benchmark, we used [2024 Census population estimates](#). They count New Hampshire's population as 92.5% white, 1.9% multi-racial, 4.8% Latino or Hispanic, 2.6% Asian, 2.1% Black, and 0.3% American Indian or Alaska Native. The population is estimated to be evenly split by gender, 50% female and 50% male.

**NHPR Staff:** Our staff demographics survey from January 2025 shows that 88% of staff self-identify as white, 7% Latino/Hispanic, 5% Asian or Pacific Islander, and 5% Black. 60% of our staff identify as female, 36% male, and 2% transgender male/female/nonbinary. 2% of staff preferred not to self-identify.

Of our managers, 88% are white and 12% Latino/Hispanic; 65% are female and 35% male. Semi-annual reports on NHPR's staff demographics are [published](#) on NHPR.org.

**Board:** NHPR's [Board of Trustees](#) is 80% white, 5% Latino/Hispanic, 5% Asian/Pacific Islander, and 10% Black. 55% of Board members are male, and 45% are female.

**CAB:** NHPR's [Community Advisory Board](#) is 85% white, 9% Black, 3% Latino/Hispanic, and 3% Indigenous or Native American. 56% of CAB members are female, and 44% are male. Our advisors also reflect generational and geographic diversity, with all 10 counties of our state represented.

Additionally, we took these steps to affirm our commitments to the principles and practices of diversity, equity, inclusion, and belonging:

- We have continued our quarterly reviews of job applicant demographics and recruiting practices, ensuring that we take the time to find highly qualified candidates.
- We continued to track and be intentional in posting job openings for broader access to opportunities.
- The collective bargaining agreement we negotiated with the members of our staff who are affiliated with the SAG-AFTRA union reaffirms our commitment to upholding NHPR's anti-racism policy, to our [diversity statement](#), and to the active support of equity across the organization.

In January 2024, the Board of Trustees formed a Board Development Task Force to explore ways to enhance diversity, equity, inclusion, and belonging in the board's activities and recruiting





practices. The Task Force hosted Board learning sessions with consultant Jermaine Moore of the Mars Hill Group. Working with the Nominating and Governance Committee, it produced a set of recommendations for enhancing Board recruitment; cultivating ongoing board development opportunities; formalizing the Board's commitment to diversity, equity, and inclusion; and intentionally evaluating its efforts.

## ENVIRONMENT

Hiring and retaining a diverse staff is an essential step in building an organization that reflects and seeks to understand and represent New Hampshire. It is just as crucial that NHPR's environment be inclusive, welcoming, and supportive. Highlights of the integrated tactics include:

- HR conducts stay and exit interviews to better understand our strengths and opportunities for growth.
- Given the challenges of a hybrid, flexible work environment, we paused affinity groups in 2024. We will revisit the idea of reviving them (including one on neurodiversity) within the coming year, to include and welcome all staff members.
- The DEIB Council heard and discussed concerns about microaggressions that caused staff to feel uncomfortable. We elevated issues as needed to managers and senior leadership for resolution.
- The Human Resources Department ensured that all staff, including new hires, reviewed and signed off on their commitment to comply with NHPR's discrimination and harassment policy and anti-racism policy, in addition to participating in the Corporation for Public Broadcasting's mandatory Harassment and Bias Prevention Training.
- We updated our Employee Handbook and Policy Manual, outlining guidelines, norms, and policies through the lens of inclusion and fairness in compliance with state and federal laws. We also committed to annual updates of the Handbook.
- We expanded our paid internship program to include IT/Broadcast Engineering in addition to our traditional Newsroom/Podcast positions.

## CONTENT AND COMMUNICATION

As a statewide news organization and a producer of podcasts heard across America, NHPR's commitment is that "our content, both broadcast and digital, will reflect and amplify the voices of those who have been traditionally underrepresented in public media. Our communication with the public will reflect our commitment to diversity, equity, and inclusion."

All of NHPR's content teams (the Newsroom, which includes the *Document* narrative audio team, and the teams that produce the podcasts *Civics 101* and *Outside/In*) have measured their progress on this goal through source tracking. Reporters and producers are expected to ask each source whose voice appears in a broadcast report or podcast episode to share their preferred pronouns

and racial/ethnic identity. Then, reporters and producers log those responses into a database. Historically, the anonymized aggregate data has been [posted publicly each quarter](#). The intention of this data collection is to heighten our journalists' awareness of the importance of seeking diverse voices and sources in producing a news report that reflects the communities we serve.

In response to some reporters' concerns about how to work these questions into conversations with sources, newsroom leaders organized a training in February 2024. It was led by Ki Sung, KQED's digital managing editor, who also leads that station's source tracking efforts. She shared best practices and data from her team. Following the training, newsroom leaders made some changes to our source tracking form and updated guidance to staff on how to navigate these conversations.

## NHPR'S NEWSROOM

In 2024, the NHPR Newsroom updated its mission statement, incorporating the goal of reflecting and amplifying underrepresented voices:

*NHPR's newsroom delivers fact-based, open-minded reporting that can't be found elsewhere, exploring the issues that matter to the people who call New Hampshire home. We work on behalf of the public to ask tough questions and dig for answers to help our audience better understand what is happening in our state and why it matters. We strive to include the voices and perspectives of people from a variety of backgrounds and identities, taking special care to seek out those who have historically been underrepresented.*

People of color, women, transgender, and nonbinary people are among those who have been historically underrepresented in NHPR's news coverage – and in that of news outlets across the country – which is why we have sought to track the racial/ethnic and gender identities of our on-air sources.

Of course, there are other categories of difference our source tracking efforts do not measure that are no less important for NHPR's journalists to consider when seeking sources and perspectives. These include geography, class/socioeconomic background, age, sexual orientation, ability, neurodiversity, religious identity, and political affiliation. NHPR's reporters, producers, and editors work to include the voices and perspectives of people with a variety of identities and backgrounds across the state. Our newsroom also aims to tell stories that reflect a broad range of life experiences, covering not just problems and debates, but also moments of joy and community/cultural celebrations.

Here are some examples from the past year that reflect these efforts:



[In bloom: At sunflower festival in Lee, visitors frolic in the fields](#)

[In Berlin, voters share the personal reasons behind their presidential picks](#)

[As a NH group plans an Abenaki cultural center, First Nation leaders have questions](#)

[Recent Republican gains in Manchester reflect party's statewide wins](#)

[For LGBTQ+ people facing food insecurity, stigma and other barriers can make it hard to get help](#)

[For years, soccer has been her lifeline. But she's worried politicians could take it away.](#)

[Diwali celebration lights up Concord church](#)

[Emelia's Thing: Trauma and resilience in the wake of Jan. 6](#)



['My little way of connecting': How a hiking group is helping people navigate recovery](#)

[NH arts organizations ponder an uncertain future: 'We're in a very fragile state right now.'](#)

[They needed psychiatric care. Instead, they died after confrontations with NH corrections officers.](#)

[A NH exhibit explores the past, present and future tradition of Abenaki basket-making](#)

[Failures to Act: Almost 1,300 people say New Hampshire failed to act to protect them from child abuse at youth facilities. Here's what the allegations reveal.](#)

[Grocery cart economics: Financial anxiety high on the list for many NH voters](#)

**Spanish News:** Our Spanish-language news initiative [¿Qué Hay de Nuevo, New Hampshire?](#) publishes news updates three times a week via WhatsApp and on NHPR.org to serve the state's largest – and growing – group of non-English speakers with news and public service information, as well as stories about Latino community and cultural life in New Hampshire. By the end of 2024, pageviews of Spanish news on NHPR.org were up 49% vs. compared to 2023, and subscribers to the WhatsApp service were up by 14%. We were also co-conveners of *NH Informado*, the Latino Community Media Partnership, a group of community members, media, and educational partners. Its objective is to increase news availability in Spanish by producing content that the Latino community in New Hampshire needs, while building connection and understanding between Latinos and the broader community.



Here are some examples of *Qué Hay*'s coverage in 2024:

[Nashua workshops help Latinos and new citizens prepare for Election Day](#)

[Lo que piensan los votantes Latinos Republicanos de NH antes de las primarias 2024](#)  
(How four Latino men in NH are evaluating the upcoming Republican presidential primary)

[Panadería de Nashua hornea Pan de Muertos con una pizca de tradición familiar](#) (Family traditions baked into Day of the Dead bread in Nashua)

[Un nuevo estudio en Manchester espera ser el lugar de encuentro para el baile latino](#)  
(New Manchester studio hopes to be a gathering place for Latin dance)

[Do you know if your water service lines contain lead? Watch for a letter from your water system.](#) This piece was also [translated into Spanish.](#)

[Nueva tecnología de traducción ayuda al DMV de New Hampshire a ampliar el acceso a idiomas](#) (New translation tech helps New Hampshire DMV expand language access)

[Election information effort from NH Informado during the 2024 primary and general elections](#)

[Guía navideña](#) (Holiday guide for free events, dinners and toy drives)

There are several ways the NHPR Newsroom has fallen short of its goals: We have not regularly reviewed the source data we're collecting. Newsroom leadership committed to reviewing and discussing source tracking data results quarterly, but that did not happen consistently in 2024. Newsroom leaders also have not consistently offered training for new hires on source tracking practices or formally added it to the onboarding process.

Specific coverage areas also continue to present challenges for journalists seeking perspectives outside the dominant culture, since many of the people with power and influence in government bodies and other institutions we cover or turn to for expertise are white people (and often, cisgender men). This is especially true for NHPR's coverage of state politics and policy (such as energy, education, and health care). These challenges require more focused effort and critical thinking about which stories we choose to cover and how we cover them.

## PODCASTS

The Podcast Unit produces the weekly shows *Civics 101* and *Outside/In*, which serve audiences across the United States.

***Outside/In*:** For the year beginning July 1, the production team set a goal of having at least 40% of the voices in its episodes be people of color, as measured through source tracking. The team has



also standardized guidelines about which sources get put into the diversity tracker, based on questions raised by specific episodes (for example, when other NHPR staff are guests on the show or family members are featured in audio montages).

As a national podcast, *Outside/In* aims to produce a range of stories that feature different communities across the country; varied narrative approaches; and people from a variety of backgrounds, identities, and life experiences. These efforts can be limited by the places where production staff are based and/or able to travel and build trust with local sources, and the production team continues to strive to find stories in places they have not previously covered. Here are some examples of the show's efforts:

[What Remains](#) (3-part series)

[The Ballad and the Flood](#)

[Dead Bird Rabbit Hole](#)

[The Disappearing Dunes of 'Dune'](#)

The *Outside/In* production team also continues producing descriptive transcripts for each episode and using descriptive "alt text" for images used on the show's website and on social media to make these materials more accessible to people with visual and hearing impairments.

**Civics 101:** In 2024, the show's focus shifted to respond to current events. As part of that work, the team focused on finding experts and other sources outside of mostly white academia. Here are some examples of those episodes:

[The Supreme Court's Criminal Trial](#)

[US vs: Healthcare](#)

[What Does the President DO?](#)

[So Long, Chevron](#)

[How Are Cities Chosen For The Olympics?](#)

[What's Going On With Civics Education?](#)

[How Should We Govern the Algorithm?](#)

[Expulsion from Congress](#)

Similar to the Newsroom, the *Civics 101* team has faced challenges in meeting its goal to include more sources from outside the dominant culture – especially in reporting stories requiring sources who have been in positions of power or influence in government and other institutions, many of whom are white. Many of the topics the show covers harken back to a time in history when white





men were exclusively or predominantly in power in the United States. In those episodes, the production team strives to include the perspective and/or impact on marginalized communities.

## BEYOND THE STATION WALLS

NHPR strives to engage vendors and contractors in alignment with our mission in service of the community. Our gift acceptance policy allows us “to decline any gift that, in its judgment, would violate NHPR’s policies, fail to align with NHPR’s mission and values or adversely affect the reputation or financial condition of the station.” We did not decline any gifts for these reasons in 2024.

## ACCOUNTABILITY

At NHPR, our dedication to diversity, equity, inclusion, and belonging remains steadfast amid an evolving landscape. We continue to prioritize visibility, accountability, and collective effort in our approach. This report, along with our regular publication of diversity data and the work of the NHPR staff, reflects our commitment to fostering a culture where everyone feels valued and heard.

Core values do not shift with the political winds; adhering to our values helps ensure that our work advances the pursuit of New Hampshire Public Radio’s vision: *Through trustworthy journalism, NHPR enriches lives and helps build stronger communities, in New Hampshire and beyond.*

Advancing equity is a shared responsibility, and we welcome your questions, insights, and feedback as we continue this essential work together.

*Angela C. Menendez*

Angela C. Menendez,  
Director of People & Culture  
New Hampshire Public Radio  
[amenendez@nhpr.org](mailto:amenendez@nhpr.org)

Jim Schachter,  
President & CEO  
New Hampshire Public Radio  
[president@nhpr.org](mailto:president@nhpr.org)

*Jim Schachter*