



## **NHPR Community Representation Report for 2025 (FY25-26)**

April 2026

Submitted by the Community Representation Council

### **Our Commitment**

At NHPR, we are committed to creating a workplace where every staff member feels valued and respected, while ensuring that our journalism and cultural programming reflect the full diversity of New Hampshire communities. Since 2020, the landscape of the United States has shifted fundamentally; we are navigating an era defined by a hybrid workforce, record-low institutional trust, and a digital world where information is increasingly consumed in private silos.

In this context, we believe the principles of diversity, equity, inclusion, accessibility, and belonging (DEIAB) are not just internal goals — they are essential to the survival of public media. We are intentional about creating systems that are fair and responsive to the needs of our audiences, which are seeking authentic connection in a hyper-polarized world, and our staff, who are redefining their relationship with work.

Over the past year, we focused on ensuring our internal culture remains resilient and capable of supporting the long-term preservation of public media while meeting the reality of federal funding cuts. This includes understanding the demographic shifts within our state as new residents bring new perspectives to New Hampshire and evolving our storytelling to reach a



"digital-first" generation that discovers information through social communities rather than traditional search. This report outlines our progress in embedding our values into our daily operations, journalism, and community engagement. We understand that in an era of systemic change, providing high-quality public-service journalism and a non-discriminatory workplace is the most powerful way we can serve as a trusted anchor for all of New Hampshire.

The work of culture is ongoing. We are committed to building on the progress we have made as an organization relative to the original goals and metrics we outlined in 2020 and our subsequent [FY23–25 DEI Strategic Plan](#). The action steps outlined below reflect 2025 staff input through pulse surveys and an all-staff retreat and were implemented into the [NHPR Community Representation Framework FY26-28](#), a collaborative document that highlights our cultural priorities. We will use this updated framework to speak to our accomplishments in 2025.



### **Priority Area 1: Building Shared Values**

Central to our mission is a shared understanding of the culture we are creating, which compels us to be explicit about what we are trying to say. We intentionally avoid using shorthand or jargon in favor of plain language to help us improve communication and collaboration. While we agree that language evolves to reflect cultural shifts, we stand firm in our North Star commitment to “Excel as a Place to Work and Serve.” To clarify our common understanding, we have put forth the following terms:



- **Diversity:** Recognizing and valuing the wide range of backgrounds, perspectives, and identities within the communities we serve, our staff, board, and Community Advisory Board.
- **Equity:** Creating and sustaining systems and policies that ensure fair treatment and access to opportunity for all, regardless of individual starting points.
- **Inclusion:** Creating an environment where every staff member is actively invited to contribute and participate in their success, aligned with organizational priorities.
- **Accessibility:** Identifying and removing barriers to ensure our workplace, digital content, and journalism are usable by everyone.
- **Belonging:** Ensuring that every individual feels valued, respected, and connected to our shared public service mission.

In 2025, the above definitions were integrated into the work of our Community Representation Council. We continue to create an inclusive, supportive work environment, with two-thirds of our full-time staff having committed to a culture-focused goal for FY26.

**NHPR Staff:** Our staff demographics survey from February 2026 shows that 92% of staff self-identify as white, 4% Latino/Hispanic, 6% Asian or Pacific Islander, and 2% Black. 69% of our staff identify as female, 29% 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.

**Board:** NHPR's [Board of Trustees](#) is 81% white, 5% Latino/Hispanic, 5% Asian/Pacific Islander, and 10% Black. 57% of Board members are male, and 43% are female.

**CAB:** NHPR's [Community Advisory Board](#) is 87% white, 10% Black, and 3% Latino/Hispanic. 40% of CAB members are female, 59% are male, and 1% nonbinary. Our advisors also reflect generational and geographic diversity, with all 10 counties of our state bringing a broad range of community voices to the conversation.



## Priority Area 2: Supporting Staff Growth and Development

- **Pay Equity and Transparency:** HR conducted an annual market review of compensation to ensure fairness based on job skills and experience. The 2025 review found that while our organization continues to be competitive to organizations of similar size, we adjusted our salary structure to establish internal equity within levels of responsibility, and allow for growth and upward mobility over time.
- **Career Pathways:** We are working to make advancement expectations transparent as an important component of retaining our talented people. During this past year, we successfully promoted from within to fill five positions that support our growth goals within development, audience, the newsroom, and broadcast engineering. We are building a “lattice” approach to career planning, which allows staff members to move into new roles with room for growth by matching organizational needs with transferable skills.
- **Policy Reviews:** We reviewed internal processes to reduce avoidable barriers to our hiring process while ensuring that our efforts to attract talent are fair and in compliance



with the law. As a result of these reviews, we've continued to hone our new job postings to comparable roles in the marketplace. We've also refined our interview process with transparent rubrics in compliance with Title VII, which prohibits employment discrimination based on race, color, religion, sex, and national origin.

- **Skill-Building Workshops:** We recognize that professional growth and communication skills are essential for a healthy workplace. To that end, we provided training focused on resilience, communication, and conflict resolution. Throughout 2025, we held workshops and discussions to support staff understanding of philanthropy, to heighten capacity to give and receive feedback, and to raise awareness of harassment protection laws in NH, with all of our full-time staff participating in one or more of the sessions.

### **Priority Area 3: Strengthening Internal Connections**

Thriving as an organization requires intentional spaces for feedback and reflection. To help us become more cohesive within a hybrid work environment, we have established:

- **Staff Feedback Loops:** We continued our biannual pulse surveys to measure organizational health. The 2025 pulse surveys indicated that staff engagement and trust are continuing in a positive direction, with an employee “net promoter score” of 11 points as of September 2025. Given the positive trend, we are on the path to achieving our NPS goal of 20 by 2028.
- **Community Representation Council (CRC):** In 2025, we renamed the DEIB Council to reflect a broader scope of cultural change. For example, the CRC Council facilitated feedback sessions at our annual staff retreat which addressed concerns related to our emergent AI guidelines, management communications, staff involvement in the strategic planning process, and meeting protocols. In response, we established small group peer-to-peer feedback sessions creating space to raise sensitive issues. Based on the strong level of participation, we will continue to hold breakout sessions like these at regular intervals throughout the year.
- **Mentorship and Engagement:** We are implementing a mentorship program for new hires, including at the executive level, to support cross-team relationships. Going forward, we recognize that we have more work to do in this regard. While the average tenure of our staff remains at over seven years, we are establishing additional learning and mentorship opportunities for those who express interest in developing leadership skills.

### **Summer Internships**

Internships have long been seen as opportunities for students to learn about careers in public media. We recognize that internships are a key stepping stone for young people interested in breaking into journalism as a career – some of whom move on to become entry level and



ultimately senior staff members. For many years, most internships were unpaid, which often made them inaccessible to young people with diverse backgrounds. Therefore, one of the tools for diversifying the pool of people interested in journalism is offering interns adequate compensation.

In 2018, NHPR began offering paid internships, a change that has resulted in a significantly larger pool of high-caliber and more diverse candidates. During the first year, the number of applicants increased by 157%. In 2024, NHPR added a new technology/broadcast engineering internship, aimed at increasing awareness and interest in this field. Few education programs focus on teaching young people the technical skills needed to support on-air broadcasting.

NHPR's summer internship program gives college students and recent graduates an opportunity to experience working life at a public radio station and make a real contribution to public media. During the 10-week program, participants work side-by-side with NHPR staff enabling them to sharpen their skills and build a portfolio of work as they look to launch their careers.

For the summer of 2025, NHPR hosted three interns in the news and content departments. For the second year, we also had an intern working with our IT/Broadcast Engineering team.

Some of NHPR's former paid summer interns now working in media include [Callan Tansill-Suddath](#) an audio producer at POLITICO, in Baltimore, MD; [Adriana Martinez-Smile](#)y at WYSO in Ohio; [Ava Sasani](#) at The Trace, Brooklyn, NY, as well as members of NHPR's own staff: [Felix Poon](#) is a producer with NHPR's *Outside/In* podcast team and [Kate Dario](#), who was a 2023 intern, is now a general assignment reporter at NHPR.



## **Priority Area 4: Nurturing Community Connection Through Our Journalism**

### NHPR's Newsroom

The mission of NHPR's newsroom is to deliver fact-based, open-minded reporting that can't be found elsewhere, exploring the issues that matter to the people who call New Hampshire home. To further that mission, NHPR's reporters, producers, and editors strive to include the voices and perspectives of people from a variety of backgrounds and identities.

We take special care to seek out sources who've historically been underrepresented in news coverage, including people of color, Indigenous people, women, transgender, and nonbinary people. We aim to tell human-centered stories that reflect a broad range of life experiences. We want our audience members to see and hear themselves, their communities, and the issues they care about reflected in our coverage.

Our Spanish-language news initiative, [\*¿Qué Hay de Nuevo. New Hampshire?\*](#), publishes news updates four 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. Our immigrant communities reporter, who is also bilingual, is a linchpin to making this work possible.

Here are some examples of stories reflecting those efforts in 2025:

[At a Manchester church, a celebration of Virgin of Guadalupe, with flowers, dancing, and music](#)

[Heading to UNH, Manchester teen welcomes a chance to 'experience independence'](#)

[A new Dartmouth study examines how to include Indigenous data in environmental research](#)

[How a family fled Fidel Castro's Cuba and made Nashua their home](#)

['I have a lot of dreams to achieve:' Inside one effort to address NH's nursing shortage](#)

[Meet some of New Hampshire's Boston Marathon runners](#)

[New Hampshire said felons couldn't be fishing guides. An angler sued to change that.](#)

['The Final Days of Sgt. Tibbs' podcast](#)

[Labors of love: A special series on addressing NH's maternal health challenges](#)

[NH's first LGBTQ community center launches in Manchester](#)

One practice the newsroom has used in our efforts to diversify the voices featured in our stories is source tracking. Reporters and producers are expected to ask each source for their age, preferred pronouns, how they define their racial identity, and which geographical region of New Hampshire they live in. Then, staff are asked to put that information into an internal database, which, as of July 2025, is limited to sources in longer broadcast features and on-air interviews. In 2025, we also decided to make our source tracking an internal-facing dataset rather than a public-facing one.

Making time to review the data and ensure it's being consistently collected remains a challenge, given the demands of a daily, multiplatform newsroom. Meanwhile, source diversity has been integrated into our practices in more qualitative ways, including the questions we use to screen job candidates, in newsroom staff's annual performance goals, and in conversations between reporters, producers, and their editors about specific lines of coverage. Newsroom leaders have also institutionalized and prioritized monthly source-building time into reporters' and producers' calendars. During quarterly newsroom meetings to discuss source-building efforts, staff report they are taking advantage of this time to connect with new people – either for a story they're



currently working on or in hopes of forming relationships with new sources in service of future stories. Staff also report using this time to reach out to people who've contacted the NHPR newsroom with questions or potential story ideas, either of their own accord or in response to our audience call-outs.

## Podcasts

NHPR's Podcast Unit produces the weekly shows *Civics 101* and *Outside/In*, which serve audiences across the U.S.

### ***Civics 101***

In 2025, *Civics 101* aimed to produce a balance of episodes designed to respond to current events, while also telling surprising stories that highlight the concept “civics is everywhere, and everyone participates.” In both instances, the team strove to find experts and sources beyond the realm of white male academia and to focus on the impacts of policy and government action on marginalized communities. The team also looked at how Americans are given information that leads them to take action, and how those information sources can lead to the disempowerment of certain communities.

Here are some examples of the team's work on this front in 2025:

[What is SNAP?](#)

[How can the president take over a city's police department?](#)

[Forget hypotheticals: How are tariffs affecting American businesses?](#)

[How political “framing” shapes our thoughts](#)

[What is the Alien Enemies Act?](#)

[What happens when we don't trust democracy?](#)

[Why are so many voters sitting out this week?](#)

[Who decides what politicians should say?](#)

The *Civics 101* team continues to work toward overcoming challenges identifying and booking sources outside the dominant culture of academia and scholarship. These challenges incentivize the team to revisit the idea of what *civics* is and who is most qualified to talk about it. Additionally, the team is experimenting with new production models that allow more time to seek



out and book guests, and it is creating interview-format episodes where subject matter experts can go deep on topics through their own perspective.

### ***Outside/In***

This year, the *Outside/In* team broadened how it discusses diversity in editorial conversations to better reflect NHPR's commitment to a wide range of diverse perspectives and people: cultural and ethnic diversity, generational diversity, regional diversity, socioeconomic diversity, gender diversity, and diversity of perspectives.

To that end, the team is following the newsroom's new protocol in asking sources' age alongside other demographics, and it has built a new interactive map tool that tracks the location of all place-based episodes. While it will always be the case that *Outside/In* tells more stories based in New England (where the majority of the show's staff resides), [this new tool](#) helps keep track of the places and people the team reports on more (and less) frequently. It also serves listeners who might be interested in searching for content based on location rather than topic.

Looking at the map, listeners can see *Outside/In* produced several episodes this year that brought the show to new environments and locales, including:

- [The Emerald Forest: Why Irish farmers aren't happy about some American trees](#) (based in Ireland)
- [The Brick Lady of St. Louis](#) (based in St. Louis)

While many *Outside/In* episodes are about science and environmental topics that are not tied directly to identity or background, the team also strives to introduce listeners to perspectives across the pillars of diversity NHPR is committed to reporting on. Some episodes in 2025 focused on conversations that overtly touched on age, gender, and race:

- ["Bill McKibben has changed \(but not that much\)"](#) explored issues of generational change on climate activism.
- ["Taxonomy's 200-year mistake"](#) traced how sexism and prejudice against same-sex relationships marred our early understanding of mycology.
- ["Where the Wild Things Grow"](#) explored dichotomies of country vs. city living and author Kiese Laymon's relationship to the natural world as a Black man.
- ["A Map to the Next World"](#) discussed indigenous environmental tropes and narratives in the media, with Aquinnah Wampanoag writer Joseph Lee.

In other episodes not overtly touching on any of the pillars of diversity, the team continues to take extra steps to find and feature people of color as scientific and academic sources.



One area *Outside/In* hasn't touched on in a long time is accessibility – a topic that, especially when applied to the outdoors, impacts many historically underrepresented communities. The team is committed to doing the work of assessing, pitching, and producing stories that expand the scope of the show.

## **Ethical Guardrails and Sustainability**

As a nonpartisan, nonprofit organization, NHPR remains committed to legal and ethical standards. Our work is focused on improving systems and behaviors to ensure fair treatment, not on quotas or ideological tests. By embedding these practices into our daily work, we build long-term trust with the people of New Hampshire.

## **Our Vision**

NHPR's vision for 2026 and beyond is built on a simple truth: We cannot build stronger communities if we aren't first a strong, inclusive community ourselves. United by our [shared values](#), we strive to embrace our differences as we create a workplace culture where every employee has access to opportunities to grow, learn, and contribute in a meaningful way. Going forward, we remain committed to sustaining our culture by continuing equitable and transparent pay policies; training; mentorship; clear communication; actionable feedback; and practices that prioritize quality over quantity, engagement, and connection with each other and our audiences. This culture is the foundation of NHPR's vision: *Through trustworthy journalism, NHPR enriches lives and helps build stronger communities, in New Hampshire and beyond.*