

INN INDEX 2020



Diversity,
Equity and
Inclusion
in Nonprofit
News



Institute for
Nonprofit News

Foreword

On my desk is a quote from Frederick Douglass' great 1860 speech in Boston: "To suppress free speech is a double wrong. It violates the right of the hearer as well as those of the speaker."

Douglass believed there could be no abolition of slavery, no freedom, if the right to speak and be heard was limited to the rich and powerful. Nearly 150 years later, the same beliefs led to the birth of the nonprofit news movement, dedicated to making sure that not only the powerful got to speak through the megaphone of the news media.

Yet the reality of nonprofit news organizations lags these ideals. We talk about diversity, equity and inclusion (DEI) as essential to our mission, but how do we measure up? This study is a reality check, and we hope an inspiration for nonprofit news organizations to do more to reflect the diversity of their communities, fight racism and build inclusive audiences.

When INN began looking into how many members were led by people of color and serving communities of color, we counted eight out of about a hundred members fitting either description, in 2016. As the field grew, so did diversity. But ad hoc counts and studies sponsored by traditional media groups didn't provide a full picture.

To address that, we added deeper DEI data to the 2020 INN Index, a periodic snapshot of news nonprofits' staffing, revenue and editorial focus. The current survey launched in February, shortly before nationwide protests about police violence against Black Americans brought new urgency to questions of racial justice and

equity in the United States. We are grateful for the 117 nonprofit news outlets that provided what we believe is the broadest sampling of DEI so far in this growing field.

And INN itself? We're similar to many members in having diversity goals but not yet formal action plans. We began measuring DEI and committed to addressing diversity in all training events in 2016. We first specified diversity as part of INN's strategic plans in 2019 and are beginning to expand diversity goals from the leadership pipeline programs to all programming. INN's staff is 56% white, 38% Black, Indigenous and people of color (BIPOC). Of our board, 27% are BIPOC. Of more than 285 publishing members, about 60 have BIPOC leaders, 40 cover underrepresented communities and 30 of those are dedicated to such communities. You can read more in INN's [Diversity Report](#).

This Index study raises more questions than answers. For now that's OK. Inequities won't be overcome with a single answer, but by holding ourselves accountable to answering the questions, improving these findings, addressing where our efforts fall short and building on the successes they surface.

INN and its members share a vision of a nonprofit news network that ensures all people in every community have access to trusted news. We're not there yet. Fighting racism is our ongoing work.



Sue Cross
Executive Director & CEO

About INN

The Institute for Nonprofit News strengthens and supports more than 285 independent news organizations in a new kind of media network: nonprofit, nonpartisan and dedicated to public service. From local news to in-depth reporting on pressing global issues, INN's members tell stories that otherwise would go untold — connecting communities, holding the powerful accountable and strengthening democracy. Our vision is a world in which all people in every community have access to trustworthy news. INN programs help these news organizations develop revenue and business models to support strong reporting, collaborate on editorial and business innovation, share services and advance the diverse leaders who are forging a new future for news. See: inn.org.



About the survey

The survey, conducted online in February and March 2020, collected detailed information from 117 member publications about staff diversity in 2019. With a response rate of 58% of the 202 member news organizations invited to participate, the survey sample is representative of INN member newsrooms, other than public broadcasters.

It provides a comprehensive picture of the nonprofit news outlets' staffing and their efforts to improve diversity and engagement with underserved communities. The data does not scientifically represent all U.S. nonprofit news outlets, since not all belong to INN. The survey excluded public broadcasters as they do not generally break out certain information in a comparable way.

As [recent survey data has indicated](#), Americans who trace their roots to Spanish-speaking Latin America and Spain are not unanimous when it comes to the adoption of a pan-ethnic term. In order to be consistent with other research, including the diversity report produced by the News Leaders Association, this survey used the term Hispanic rather than Latina/Latino or Latinx. For purposes of analysis, Hispanic individuals were included in the broader category of "people of color," although Hispanics can be of any race. The survey also offered the option of self-identifying as multiracial.

INN plans to repeat this DEI survey periodically as part of INN Index in order to provide baselines and benchmarking for the nonprofit news field as it grows. INN also can provide anonymized data from the survey for research purposes. Research requests can be emailed to info@inn.org.

INN Index 2020

Diversity, equity and inclusion in nonprofit news

Nonprofit news publishers tell us they place a high value on increasing racial and ethnic diversity in their organizations. Yet the majority say their staff does not fully reflect the diversity of the communities they serve.

The INN Index finds that about half of all nonprofit outlets have only a small percentage or no people of color among their personnel and two-thirds have no people of color at the executive level.

Efforts to increase racial and ethnic diversity seem focused primarily on recruiting and hiring as opposed to broader and deeper success strategies. Few nonprofit news organizations say they have written plans that set forth specific goals or processes through which they can increase diversity among editorial, business or leadership staffing.

More than a third of nonprofit news organizations report they have done little or nothing to address inclusion, equity or diversity within their organizations. The findings indicate that most would benefit from stronger, more diverse board development, and point to a correlation between strong community engagement and staff diversity.

This report also looks at diversity, equity, and inclusion in audience engagement, by which we mean how well publishers believe they are doing in reaching all the communities they serve. INN Index responses show that two-thirds of nonprofit outlets are making a broad range of efforts to engage underserved communities in general and audiences of color in particular.

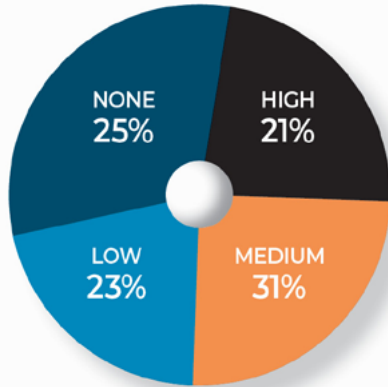
Organizations that have greater representation of people of color among their employees tend to be more active as a group in community outreach and engagement than outlets that have little or no diversity.

Snapshot of a growing field

The data in this report was collected from about half the membership at the time of the survey. It encompasses more than 1,500 employees and regular contractors, including more than 250 top executives.

SHARE OF PEOPLE OF COLOR

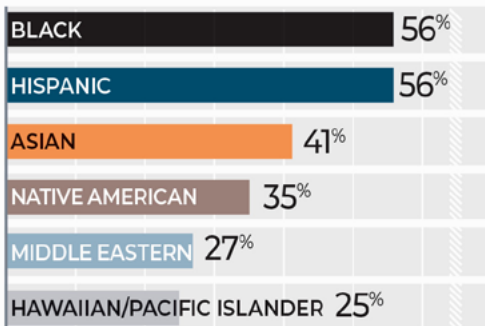
% OF OUTLETS WHERE PEOPLE OF COLOR MAKE UP A ____ SHARE



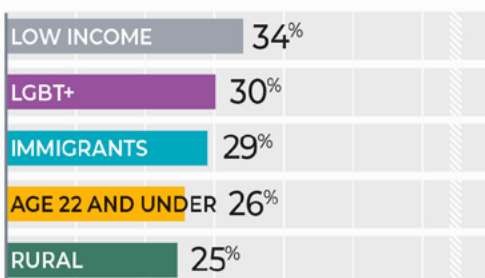
UNDERREPRESENTED GROUPS

% OF OUTLETS THAT SAY ____ PEOPLE ARE UNDERREPRESENTED IN THEIR ORGANIZATION

RACIAL/ETHNIC GROUPS



OTHER IDENTITIES



% 0 10 20 30 40 50 60 100

Nonprofit news outlets are small by the standard of the legacy news industry. Half of the outlets in the survey are staffed with 10 or fewer employees or contractors. But the nonprofit ranks are growing at a time when many traditional news outlets are in economic free fall. As of the end of August 2020, INN counted close to 300 member newsrooms, double the membership just three years earlier. Most maintain a tight focus on news in the public interest, particularly investigative reporting and analysis of topics such as government, the environment, social justice and education.

The growth of nonprofit news makes it particularly pressing to address diversity. Growth is a lever, a broad opportunity to gain and benefit from diversity faster. Racial and ethnic diversity are top concerns in nonprofit news and the primary focus of this report. Index data on gender shows that women are well represented (page 9).

There are many reasons workforce and audience diversity are important, ranging from evidence that diversity boosts profitability and innovation to the reality that it can enhance the capacity of any organization to connect with a range of communities. In journalism, leadership and staff diversity also help ensure that news coverage meets the needs of and accurately portrays communities. In sum, that the coverage is credible.

The very nature of nonprofit news, which is service to communities, requires that they reflect and understand those communities. Diversity numbers are not enough. Organizations must also strive to make sure there is equity – fair treatment and equal opportunities – and foster an inclusive environment by actively inviting participation by all employees.

More diverse than traditional media

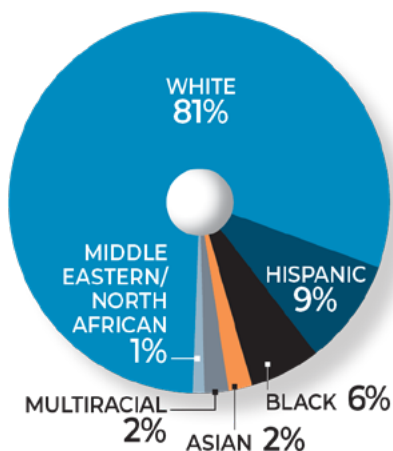
Most nonprofit news organizations are less diverse than the U.S. workforce but more diverse than traditional news media. For every 10 employees in nonprofit news, three are employees of color, compared to four in 10 in the national workforce, according to the U.S. Bureau of Labor Statistics.

People of color make up 28% of the nonprofit news staff. That INN Index 2020 finding is effectively unchanged from 27% two years earlier. Staff numbers include employees and steady contractors. Black and Hispanic people each make up 9% while 6% are Asian, 4% are multiracial, and 1% each are Middle Eastern or Native American. Employees who are Hawaiian/Pacific Islander make up a total of less than 1% of personnel. (See the About the Survey

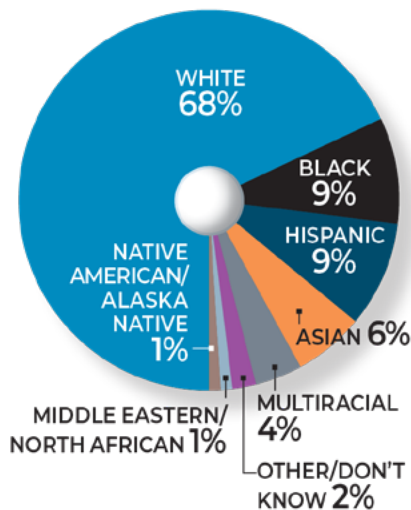
RACE/ETHNICITY

% WHO ARE —

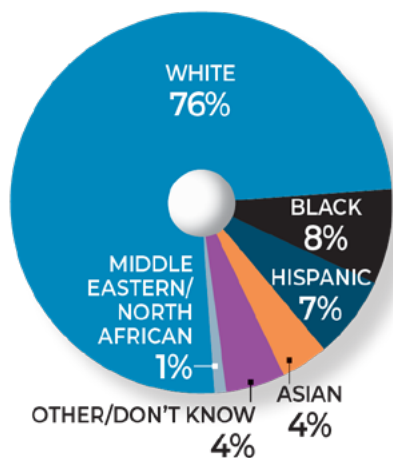
EXECUTIVES



STAFF



BOARD OF DIRECTORS



Executives: No Native American/Alaska Native or Hawaiian/Pacific Islander reported.

Staff: No Hawaiian/Pacific Islander reported.

Boards: Native American/Alaska Native or Hawaiian/Pacific Islander, and multiracial accounted for less than 1% each. Numbers may not add up to 100% because of rounding.

section for more explanation of categories and terminology.)

Nonprofit news leadership is less diverse. One in five executives is a person of color: 9% of top leaders are Hispanic, 6% are Black, 2% are Asian, 2% are multiracial, and 1% are Middle Eastern. The rest are white.

Roughly the same share of one in five board members is a person of color. Nearly two-thirds of the nonprofit news boards have at least one member who is a person of color.

Diversity is increasing in two ways: Organizations that reach a broad general area or audience are growing more diverse, and targeted news outlets are forming to serve a specific racial or ethnic demographic.

Diversity also may be gaining as a growing number of outlets launch, many at the local level. Among 24 outlets in the sample that launched in 2017-2019, 10 reported that people of color made up 40% or more of the staff. Only two of 24 organizations in the sample that launched from 2013 to 2016 had a similarly high percentage of people of color.

That trend adds to evidence that nonprofit news organizations on average are more diverse than more traditional types of news organizations, though no directly comparable statistics are available. A 2019 [survey](#) by the News Leaders Association (NLA) found that 22% of staff members and 19% of executives in newspaper and digital newsrooms were people of color, but the response rate was limited and may not be representative. The Radio Television Digital News Association [reported](#) in 2019 that

U.S. diversity on the rise

People of color make up 38% of the U.S. workforce and that share is projected to grow to 43% by 2028, according to the U.S. Bureau of Labor Statistics.

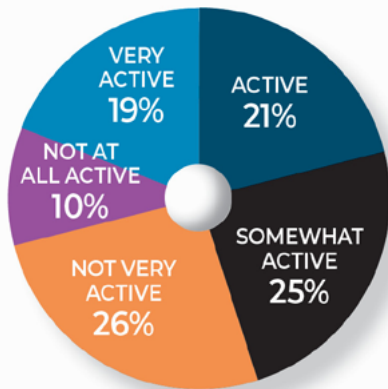
People of Hispanic origin make up 18% of the total workforce. Blacks account for 13%, Asians for 7%, and “all other groups,” which includes multiracial, Native American/Alaska Native and Hawaiian/Pacific Islander, account for a small percentage.

The projected share of white, non-Hispanic workers in the labor force will fall from 62% to 57% by 2028 while Hispanics will increase to 21% of the workforce. Other groups will grow incrementally.

Men make up 53% of the workforce. That share is expected to be 52% in 2028.

EFFORTS TO IMPROVE DIVERSITY

% OF OUTLETS THAT ARE ____



Numbers may not add up to 100% because of rounding

DIVERSITY GOALS

% OF OUTLETS THAT HAVE ____



people of color made up 26% of local news personnel and 17% of news directors.

The wider field of all charitable and nonprofit organizations is not very diverse, at least at the leadership level. A 2017 [study](#) by BattaliaWinston executive search firm found that nearly nine out of 10 nonprofit executive directors or presidents of nonprofits in the United States are white.

Good intentions, slower progress

Nonprofit news organizations are paying attention to the need to improve diversity, but many say they do not have the tools or resources they need and others say they will not be hiring unless they raise revenue.

Only one-fourth of the outlets say their staff reflects the racial and ethnic makeup of their community to a great or very great extent. Publishers say the most underrepresented groups on their staffs are Black, Hispanic and Asian.

Nonprofit news leaders say the most forceful advocacy for improving diversity comes from within the organization rather than from outside sources. More than eight in 10 said the organization's executives are among the most forceful advocates for diversity within their ranks, followed by staff and boards. Only one-fourth listed funders and one-fifth listed community leaders or members among the strongest advocates for diversity.

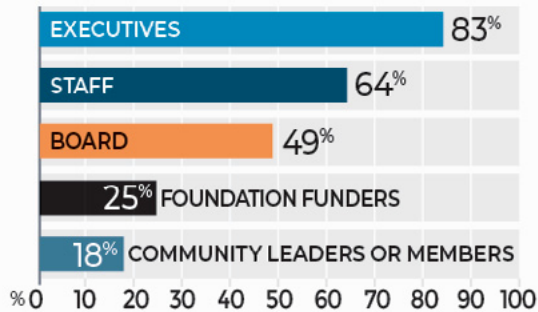
There are a variety of steps organizations take to boost staff and leadership diversity. Some are relatively simple, such as setting goals or leveraging staff networks to identify job candidates. Some are more complex, such as developing a formal strategic plan with targets that reflect research about the community they serve, and tactics that cover hiring, promotion and leadership development, all with accountability baked in.

Four in 10 organizations are working on a broad range of activities that include posting a diversity statement as part of their mission statement, setting goals for staff diversity, and working to recruit diverse staff. Half of the publishers say they are making efforts to promote diverse talent within the organization, including offering professional development or mentoring and assigning high-profile projects. But more than a third are making little or no effort.

Six in 10 organizations have goals for increasing staff diversity. Yet fewer than half publish a diversity statement on their website,

SUPPORT FOR DIVERSITY

% OF OUTLETS THAT SAY _____ ARE THEIR ORGANIZATION'S MOST FORCEFUL ADVOCATES FOR DIVERSITY



“First and foremost, it is important to post on all the affinity sites and journalism sites. But by and large it’s really about reaching out to your own personal network, which is why I think diversity at the executive level is so important. It’s not a thing you want to leave to chance.”

ANNE VASQUEZ, EdSource
director of content and strategic initiatives

which is something prospective applicants of color often check for, and only four in 10 have goals for leadership development. Just three in 10 have goals for retention.

Only one-fourth of the nonprofits have a written diversity plan, which typically describes how diversity supports the mission of the organization, identifies underrepresented demographic groups, sets goals and outlines plans for recruitment, retention and leadership development with a timeline and checkpoints to measure results.

Eight in 10 publishers say they are making specific efforts to recruit personnel from groups that are not well represented in their organizations. Common efforts are leveraging networks of existing personnel, establishing relationships with local colleges, offering internships for recent graduates and tracking the work of journalists at smaller publications.

Intentional action plans bear fruit

Publishers say deliberate, intensive efforts to recruit employees of color have worked out for their organizations.

EdSource, which covers education in California, has nearly two dozen employees, 10 of whom are people of color. EdSource relies on a recruiter on staff and a strong network to reach a diverse applicant pool.

“Ensuring that we have a diverse pool of candidates is priority number one,” said Anne Vasquez, director of content and strategic initiatives. “It’s important to cast a wide net but also to target, reach out to people you trust and ask for recommendations.”

“First and foremost, it is important to post on all the affinity sites and journalism sites,” Vasquez said. “But by and large it’s really about reaching out to your own personal network, which is why I think diversity at the executive level is so important. It’s not a thing you want to leave to chance.”

Berkeleyside, in the San Francisco Bay area, launched more than a decade ago with three white co-founders. Today, the site and its parent organization, Cityside, have four people of color on a staff of 10, the result of intentional work to increase diversity, according to Tracey Taylor, co-founder and editorial director.

When Berkeleyside decided to launch a companion site in neighboring Oakland, a highly diverse community, it had a chance to create a more diverse staff from the outset. Community outreach was critical to its recruitment, Taylor said.

“Equity is so core to our identity that I honestly never thought about stating it explicitly.”

WENDI C. THOMAS,
MLK50 editor and publisher

“We designed our hiring process with (diversity) top of mind,” Taylor said. “Long before we posted jobs we had made it clear that equity and diversity were integral to our founding values. We posted the jobs as widely, working with community organizations to spread the word, outreaching to POC journalism organizations, INN and other journalism groups to get the word out, attending job fairs for journalists of color, etc.”

The application also did not require a cover letter, which she said is less common in some demographics, and asked “questions that encouraged applicants to talk about the unique perspectives and skills they would bring beyond core journalistic ones.”

The Oaklandside, which launched in June 2020, has a staff of seven, including five people of color.

Not every organization has required formal efforts to build a diverse staff. Founders of some organizations said that the leadership and mission drive greater diversity without deliberate efforts.

MLK50, for example, focuses on poverty, power and public policy in Memphis, Tennessee. A small, young organization, it employed one Black executive and four significant contractors, three Black and one Hispanic in 2019.

Wendi C. Thomas, editor and publisher, said a diversity plan would be a good idea but she had not really thought of it in building her staff. “Equity is so core to our identity that I honestly never thought about stating it explicitly,” Thomas said. When MLK50 launched in 2017, Thomas said she recruited significant contractors from among journalism colleagues in Memphis.

The challenges publishers tackle

A lack of funding to expand their staffs is a big stumbling block for diversity efforts. Some publishers say they also need dedicated time or training and mentoring to develop effective diversity plans.

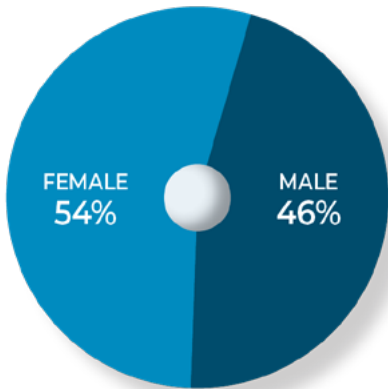
Only six in 10 organizations had the opportunity to fill any position at all in 2019; only one in four filled three or more posts. Small organizations especially rely heavily on freelancers.

“Hiring is a challenge. We don’t have funding for many full-time reporters and hire mostly freelancers, which means we frequently end up with writers who are already financially advantaged,” such as having spouses with health insurance, said Rose Hoban, of North Carolina Health News. Of nine Health News employees or contractors, Hoban said, one is Asian, one is Black and one is multiracial.

GENDER

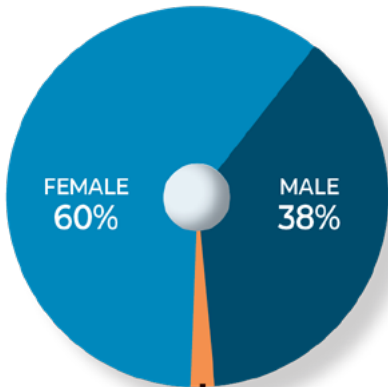
EXECUTIVES

% OF EXECUTIVES WHO ARE _____



STAFF

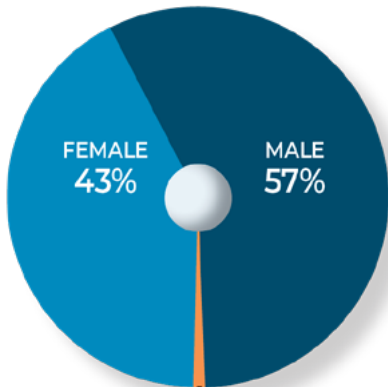
% OF STAFF AND SIGNIFICANT CONTRACTORS WHO ARE _____



ANOTHER GENDER/
DON'T KNOW 2%

BOARD OF DIRECTORS

% OF BOARD MEMBERS WHO ARE _____



ANOTHER IDENTITY/DON'T KNOW 1%

Numbers may not add up to 100%
because of rounding

Financial uncertainty may also limit an organization's ability to create positions more likely to attract a wide pool of candidates.

"It is hard for us to make new hires when we're concerned we won't be able to continue funding staff positions from year to year," said Lila LaHood, publisher of San Francisco Public Press. About half of the organization's staff are people of color.

Geographic scope or audience demographics play a role for some publications. Rural outlets, for example, may operate on a small scale in largely white communities that are unlikely to be attractive to journalists of color.

There are other challenges, especially for small nonprofits that do not have the resources to hire a recruiter. For one thing, their newsroom or their market may not be perceived as offering

Nonprofit news equitable for women

Women are well represented in the ranks of nonprofit news organizations. Half of nonprofit news executives and six in 10 employees are women, according to the new INN Index survey.

By comparison, a 2019 survey by the News Leaders Association (NLA) found that women were in the minority in print and digital news organizations, accounting for four out of 10 executives and staff members.

The share of women in executive positions in nonprofit news is particularly notable given the glass ceiling that has slowed the advancement of women in traditional news media.

Women make up half or more of the top executive team at nearly two-thirds of the nonprofit news organizations, more than double the rate found by the NLA survey.

The boards of directors of nonprofits lag when it comes to gender diversity. Men make up 57% of nonprofit news board membership. This reflects improvement, however. INN audited the boards of 112 members, nearly all of them at that time, in late 2017. Women held 29% of director seats and men 64%, with a small percentage undetermined.

In the broader world of nonprofits, employees are overwhelmingly female — up to 75% in some areas — but women account for fewer than one of every five CEOs at large nonprofits, according to a 2015 Guidestar study.

INN Index also found that about 2% of employees were nonbinary or the respondent did not know the gender of the employee, similar to a finding of 2% nonbinary in the NLA survey.

Increasing diversity, equity and inclusion is likely to help news organizations do a better job of engaging and reflecting communities they serve.

enough opportunity for an experienced journalist and, in some cases, a spouse who also needs a job. Money may also be an issue at the executive level when more lucrative opportunities are available in larger markets or in fields such as communications or marketing. Retention of employees of color is another challenge.

David Fritze, executive editor at Oklahoma Watch, cited competition for diverse talent as a factor reducing staff diversity. In 2019, Fritze said, two Native American employees were recruited by other organizations and a third accepted a job and then backed out for personal reasons.

It is worth looking at both recruitment and retention numbers next to each other.

Four out of 10 news nonprofit hires in 2019 were of people of color, including 15% Black and nearly 10% each Hispanic and Asian. In theory, that rate would help the field increase overall diversity from the current share. However, nonprofit outlets also saw employees of color depart in significant numbers, so net gains are smaller. For example, outlets hired a total of 41 Black employees but 27 left; they hired a total of 27 Hispanics but 23 Hispanics left. In comparison, organizations surveyed hired 153 white employees in 2019, and saw 89 depart.

In other words, for every 10 white employees hired that year, nearly six left a nonprofit news outlet. But for every 10 Black employees hired, nearly seven left. And for every 10 Hispanic employees, nearly nine left.

However, the data reflects only a single year and does not identify where the departees went or whether they left journalism entirely or why they left, so further study may be warranted. One recent [survey](#) of journalists of color found that two-thirds left their organizations because they decided to get out of journalism, while smaller numbers cited economic factors such as downsizing.

More diversity, more community outreach

Nearly every nonprofit news outlet is taking steps to engage its communities. Nearly two-thirds embrace an array of efforts that include seeking feedback on coverage, speaking at events, partnering with community organizations, holding meetings with community members. The exceptions generally involve those serving a state, national or global general audience.

Without diverse staffs, organizations may struggle to connect effectively with underserved communities, potentially limiting the success of a significant aspect of their public service mission.

COMMUNITY OUTREACH

% OF OUTLETS THAT ____

61%

SEEK FEEDBACK ON COVERAGE

58%

SPEAK AT EVENTS

56%

PARTNER WITH COMMUNITY ORGANIZATIONS

55%

ORGANIZE EVENTS

50%

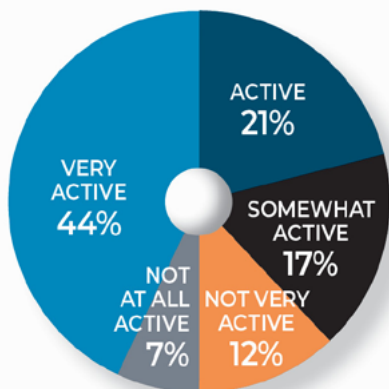
MEET WITH COMMUNITY MEMBERS

35%

PARTNER WITH ETHNIC MEDIA

COMMUNITY ENGAGEMENT

% OF OUTLETS THAT ARE ____ IN EFFORTS TO ENGAGE AND REFLECT UNDERSERVED COMMUNITIES



Numbers may not add up to 100% because of rounding

REPORT CREDITS

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Cover photos:

Courtesy of INN members

Nearly half of all outlets produce content for or about underserved groups on a regular basis and nearly one third measure whether they are producing such content.

Half of the nonprofits target specific communities or audiences, most commonly Hispanic, Black, low-income, rural or immigrant people.

While there is a sharp focus on racial and ethnic diversity, some organizations also work to engage across socio-economic lines. One nonprofit leader in the Southwest, for example, wrote in the survey that her organization has recruited Hispanic journalists, but it's not enough. "All of us are from middle to upper-middle income economic groups," she said, limiting the organization's ability to connect with lower-income communities.

The more diverse organizations (those with 40% or more employees of color) tend to be more active in outreach to underserved communities, and all but a handful target one or more communities of color. Nearly half operate in local markets.

At these organizations, an average of six in 10 employees are people of color, twice the average for the field. Their boards and their executive leadership tend to be more diverse too. Six in 10 members of their executive teams are people of color, about three times the average. Nearly half of their board members are people of color, compared to an average of one in five.

As a group, they also put more effort into promoting diversity, equity and inclusion in the workplace. Four out of five of the more diverse outlets are actively working to improve their staff diversity, compared to four in 10 on average.

Conversely, organizations that have little or no diversity tend to have little or no diversity at the board and executive levels. Two-thirds of them are not very active or not active at all in efforts to improve staff diversity. The vast majority of organizations that are not active are state, national and global outlets.

Higher staff diversity also correlates to greater community outreach. Six in 10 organizations that have significant or about average shares of people of color in the organization are active or highly active in efforts to connect with underserved communities. Four in 10 of the less diverse organizations are active.

It is clear from these survey responses that increasing diversity, equity and inclusion within news organizations is likely to help them do a better job of engaging and reflecting communities they want to serve.

CONCLUSION

Nonprofit news publishers are highly aware of the importance of racial and ethnic diversity and want to improve. However, good intentions are not translating into concrete plans to increase racial and ethnic diversity across the board. Many nonprofit news organizations find themselves at the starting line, in need of tactics and internal focus to begin to diversify their boards, leadership and staff.

The nonprofit news field has demonstrated that it can innovate. As the field grows amid significant shifts in attitudes about racial injustice in the United States, it is urgent that nonprofit news organizations adopt new practices to become more diverse, equitable and inclusive.

Publishers must actively prioritize building diversity in their organizations and fostering policies and practices that promote equity and inclusion in serving their communities.

Diversity is not the same as inclusiveness, and news organizations need to address both.

INN is committed to working with our members, funders, universities, affinity organizations and other stakeholders to support nonprofit news organizations in becoming more racially and ethnically diverse at all levels across their operations. We also commit to supporting members in building organizations that are inclusive and equitable, where all people can grow and thrive. We expect this work to result in multiple initiatives, and some important steps include:

- **Creating DEI plans and goals.** Most INN members do not have written plans. To increase the number of news nonprofits with roadmaps for action and accountability, INN will develop sample DEI plans and identify coaches and consultants to work with members to develop their own plans around staffing, leadership, culture, audience, storytelling and partnerships.
 - **Expanding collaborative recruiting efforts.** INN will work with members to increase collective recruitment of diverse candidates for nonprofit news staffing at all levels. Through collaborative recruitment efforts with affinity groups, partnering with universities to build fellowship programs, and expanding internship programs with partners including Emma Bowen Foundation, INN and members will raise awareness of the field of nonprofit news and build more access points for diverse talent. INN will also provide guidance to members working to improve their recruiting strategies.
 - **Growing diverse leadership.** INN will continue and seek funding to expand programs for diverse rising leaders through the Emerging Leaders and Springboard programs to build business, fundraising and inclusive leadership capacity across the field.
 - **Supporting diverse board recruitment.** Diversity starts at the top, so it is critical that nonprofits recruit people of color to join their executive teams and their boards. Even small organizations can recruit more diverse boards that can help them widen their recruiting networks and their audiences. INN will provide tools and opportunities for members doing this work.
 - **Showcasing success.** The Index survey highlighted nonprofit news organizations that are succeeding in expanding diversity. INN will further explore these organizations' practices to provide deeper models.
 - **Understanding and addressing retention challenges.** We will work with experts to identify barriers to retention in nonprofit news and develop guidance to improve retention.
 - **Working with funders to develop ways they can further encourage DEI efforts among their grantees.** Funders also have a role to play, along with support organizations including INN, in developing field-wide initiatives to help publishers take a more strategic approach to diversity, equity and inclusion. Only with more diversity will news organizations be able to realize their full potential for connecting with all the communities they serve.
- Urgency is a key word for a news industry that remains largely white and male more than 40 years after one of the industry's most prominent groups, the American Society of Newspaper Editors, launched a national effort to encourage more newsroom diversity.
- As a growing and maturing field, nonprofit news in 2020 has a critical opportunity to flip that dynamic and prioritize the important work of diversity, equity and inclusion with urgency.

We are grateful for the support of INN's funders helping us to produce the INN Index

Bernard and Anne Spitzer Charitable Trust	Ford Foundation	John S. And James L. Knight Foundation	Peter and Carmen Lucia Buck Foundation
craigslist Charitable Fund	Inasmuch Foundation (formerly Ethics & Excellence in Journalism)	Jonathan Logan Family Foundation	Present Progressive Fund
Democracy Fund	John D. And Catherine T. MacArthur Foundation	Open Society Foundations	Robert Wood Johnson Foundation
Facebook Journalism Project			Walton Family Foundation

INN Index Participants (Thank you!)

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Alabama Initiative for Independent Journalism	EdSource	Mississippi Today	The Chicago Reporter
Anthropocene Magazine	Energy News Network	MLK50: Justice Through Journalism	The Colorado Independent
Arizona Center for Investigative Reporting	Enlace Latino NC	Montana Free Press	The Conversation US
Aspen Journalism	Ensia	MuckRock	The Counter
Austen Monitor	Flint Beat	Nancy on Norwalk	The Current Media
Bay City News Foundation	Food and Environment Reporting Network	New Mexico in Depth	The DC Line
Bay Journal	Food Bank News	New Haven Independent	The Devil Strip
Bay Nature Institute	Foothills Forum	Next City	The Fuller Project for International Reporting
Belt Magazine	Futuro Media	North Carolina Health News	The Hechinger Report
BenitoLink	Georgia News Lab	Northern Kentucky Tribune / KyForward	The Key Peninsula News
Berkeleyside	Global Reporting Centre	Oklahoma Watch	The Maine Center for Public Interest Reporting
Borderless Magazine	H2O Media	Open Campus	The Marshall Project
Borderzine	Hidden City Philadelphia	PA Post	The Narwhal
Capitol News Illinois	High Country News	PassBlue	The Nonprofit Quarterly
Carolina Public Press	Highlands Current	Patagonia Regional Times	The Trace
Center for Sustainable Journalism	In These Times	ProPublica	The War Horse
Centro de Periodismo Investigativo	Inewssource	Pulitzer Center on Crisis Reporting	Type Investigations
Chalkbeat	Injustice Watch	Rivard Report	Virginia Center for Investigative Journalism
Charlottesville Tomorrow	International Consortium of Investigative Journalists	Sahan Journal	Voice of OC
Cicero Independiente	InvestigateWest	San Francisco Public Press	Voice of San Diego
City Bureau	Investigative Post	Searchlight New Mexico	Voices of Monterey Bay
City Limits	Investigative Reporting Workshop	Shelterforce	VTDigger
CivicStory	Iowa Center for Public Affairs Journalism	Southerly	Wausau Pilot and Review
Columbia Insight	LkldNow	Spotlight PA	Wisconsin Center for Investigative Journalism
Connecticut Health I-Team	Maryland Reporter	Texas Observer	Wyofile
Connecticut Mirror	Matter News	The Austin Bulldog	Yale Environment 360
Current	Midwest Center for Investigative Reporting	The Badger Project	YR Media
Daily Yonder	MinnPost	The Beacon	
Documented		The Bedford Citizen	

