

## Cover Letter

Dear Stacy and The Chronicle of Philanthropy Editorial Team,

In 2019 The Chronicle of Philanthropy ('The Chronicle' or 'COP') launched a three-part Diversity, Equity, and Inclusion (DEI) initiative in service of advancing the organization's goal to "provide nonprofit professionals, foundation executives, board members, and others with the indispensable information and practical advice they need to help them change the world." Funded through a grant from the William and Flora Hewlett Foundation, The Chronicle's initiative includes two cover stories on DEI as well as on-going staff training. The third component, and the central focus of the following report, is a DEI Source Assessment, conducted by an independent third party, which aimed to achieve the following:

1. Set a benchmark for the organization's editorial content (news articles and op-eds) in terms of diversity, equity, and inclusion, with particular emphasis on when and how people of color and those belonging to other underrepresented groups are quoted during the last three years (2017, 2018, 2019);
2. Create an extendable database to digitally house demographic information about each source that Chronicle staff can contribute to following completion of the project to track future trends and progress, and;
3. Produce a report with recommendations for goals to improve The Chronicle's editorial practices with respect to Diversity, Equity, and Inclusion .

Having completed the three project goals stipulated in the RFP, the Inclusion NextWork ('INW) team is proud to share our findings with you. In the following pages you will find an executive summary that highlights key DEI benchmarks and recommendations drawn from the source assessment. You will also find an overview of our assessment methodology, followed by a quantitative analysis that looks at The Chronicle's sourcing trends from 2017-2019 vis-a-vis the demographics of the US Census, representation in the philanthropic and nonprofit field, and that of another media organization. This section also includes quantitative insights into key questions posed by The Chronicle editorial team about DEI in its reporting that help shed light on the story behind the numbers. This section is complemented by series of qualitative recommendations designed to guide The Chronicle as it continues its DEI journey with respect to editorial content and reporting practices.

We began this project inspired by Author Chimamanda Adichie's rendering of the importance of stories and its connection to the impetus for this work at The Chronicle: "Many stories matter. Stories have been used to dispossess and to malign. But stories can also be used to empower, and to humanize. Stories can break the dignity of a people. But stories can also repair that broken dignity." Our hope for The Chronicle is that this report, and the assessment it reflects, serves as both a starting point and a beacon to guide your journey towards DEI excellence. May it help light the way for a future of strengthened reporting through the inclusion of diverse perspectives, especially those too often left out of media narratives

With gratitude and partnership,



Executive Director, Inclusion NexWork

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## Executive Summary

The Chronicle’s DEI Source Assessment entailed reviewing over 1,200 news, features, advice, and analysis articles along with over 300 opinion pieces spanning the 2017, 2018, and 2019 calendar years. COP has quoted nearly 2,500 unique individuals for news, features, advice, and analysis and just over 300 for Op-eds.

The Chronicle’s year over year quantitative data, when contextualized within the current demographic realities of the philanthropic and non-profit fields suggests that the organization has made initial strides to represent a more diverse array of sources in its stories. Because the field The Chronicle reports on has a long way to go before being an equitable and inclusive space, the organization is presented with a unique opportunity to leverage this assessment as a benchmark and guide to lead the field. High-level COP outputs for news & analysis according to gender and race are included here:

Race/Ethnicity	2017	2018	2019
White	80.3%	79.9%	70.9%
Asian	3.4%	5.2%	6.6%
Not Available	0.7%	0.4%	0.5%
Middle Eastern	1.7%	1.1%	1.8%
Latinx	4.7%	5.1%	6.0%
Multiracial	1.1%	1.2%	1.5%
Black	8.1%	6.9%	12.6%
Native American	0.1%	0.0%	0.2%
Pacific Islander	0.0%	0.1%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Gender Identity	2017	2018	2019
Male	49.6%	52.0%	47.0%
Female	50.4%	47.8%	52.9%
Trans	0.0%	0.1%	0.0%
GNB	0.0%	0.1%	0.0%
GNC	0.0%	0.0%	0.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Specific areas of improvement remain and are highlighted, along with additional data overviews in this report’s finding section and appendix of this report. Leveraging the results of this assessment to model DEI-centered reporting and editorial practices INW recommends that The Chronicle:

1. Formalize & integrate DEI sourcing processes
2. Use co-authorship as an inclusive opportunity to diversify voices and perspectives
3. Focus on interrupting the cycle of survivorship bias
4. Source DEI wisdom from COP’s existing op-eds and connections from contributing authors/sources
5. Be as intentional as possible with narrative framing
6. Integrate an expansive accessibility lens into your DEI work

It is important to acknowledge that this assessment and the findings it reveals are a starting point for a broader conversation, a baseline against which to measure future progress. It is not an indictment on anyone’s soul, nor the answer in and of itself. However, keeping this assessment and recommendations front and center while incorporating data in future years mark pivotal milestones in The Chronicle’s journey towards DEI excellence.

## Assessment Methodology

To conduct this DEI Source Assessment, Inclusion NextWork (INW) received a list of The Chronicle’s sources from calendar year 2017, 2018, and 2019. For the purpose of this project, a ‘**source**’ is defined as an individual who is either directly quoted by a member of the Chronicle team in a News & Analysis (N&A) article or who (co)authored an opinion piece (Op-Ed). This definition of ‘source’ excludes individuals whose comments and opinions were re-quoted from other news sources or media (aka ‘subjects’) as well as letters to the editor and podcasts as the Chronicle staff does not directly select the participants in these latter content formats. Another consideration to keep in mind is that not all articles formally quote anyone though COP may be interviewing and interacting with a more diverse set of voices, experiences, and perspectives than is readily apparent to the reader.

With the aim of better understanding the demographic representation of The Chronicle’s sources with respect to diversity, equity, and inclusion, INW focused our source data collection on the following categories selected by The Chronicle:

- **Organization:** The organization included in the database represents the sources’ primary occupation or organizational affiliation at the time the article or opinion piece was written. Some sources are self-employed or are philanthropists without a main professional pursuit and are listed as such in the database. We also categorized the organization ‘type’ to provide The Chronicle with insights about what kinds of institutions their sources represent, including:
  - Foundations
  - Corporations/Companies
  - Nonprofit Organizations
  - Government Agencies

- Educational Institutions
  - Health Care Providers
  - Consultancies
  - Fundraisers
  - Law Firms
  - Religious institutions
  - Associations/Membership Orgs/Coalitions
  - Arts Organizations
  - Media Organizations
  - Other: Authors, Projects, Advocacy Orgs (501c4), Financial Institutions for Non-profits, B Corps
- **Race/Ethnicity:** INW used the U.S. Census Bureau categories as a reference point while making some adaptations to better reflect certain population segments that are obscured by the current classification, particularly individuals of [Middle Eastern](#) backgrounds. Individuals who identify under the umbrella term Asian were also given a secondary categorization based on heritage to add further detail to the analysis. The secondary categories are structured as follows - *East Asia*: China, Japan, Korea, Hong Kong, Taiwan, Macau; *Southeast Asia*: Thailand, Cambodia, Indonesia, Laos, Vietnam, Myanmar, Malaysia, Philippines, Singapore; and *South Asia*: India, Nepal, Bangladesh, Pakistan, and Sri Lanka. While there are certainly other countries that may fall into each of these categories, they are not listed here as there were no sources during the 2017-2019 period of observation in the data set. Moreover, while the most recent census creates a binary of ‘Hispanic or Latino’ and ‘not Hispanic or Latin’ and allows individuals who self-identify as Hispanic to select any race, we included [LatinX](#) as a single additional category in the analysis to include both Hispanics and Latinos. If a source identified as Hispanic *and* Black, for example, we listed them as multi-racial/ethnic. Sources were not double counted if they belonged to multiple groups. Whenever a source is listed as ‘white’ we mean non-Hispanic white as many Hispanics also identify as white.
  - **Gender Identity:** is how a person sees themselves – their own internal sense and personal experience of gender. [Gender identity](#) is [distinct from](#) biological sex; gender does not always match a person’s assigned sex at birth. Gender identity can be a fluid category that can change over time. A key limitation in coding for gender is that gender pronouns (he/she/they) are not entirely reliable proxies that correlate directly to gender. In the United States transgender and gender non-binary/non-confirming people still face widespread discrimination and stigma related to their gender and therefore may choose to use typically Cisgender pronouns that mask their identity. While there are [many kinds](#) of possible gender identities, INW included the following for the purpose of this assessment:
    - Male (Cisgender)
    - Female (Cisgender)
    - Transgender
    - Gender non-binary
    - Gender non-conforming
    - Other
  - **Generation:** Chronicle sources came from a number of generational cohorts currently reflected in the global workforce. Using the CNN generational [delineations](#), our analysis includes:
    - Silent Generation: pre 1946
    - Baby Boomers: 1947-1964
    - Generation X: 1965-1979
    - Millennials: 1980-1996
    - Generation Z: 1997 and onward
  - **Location** (City/locality, State/Province, Region, Country)

It is important to note that INW’s analysis captures a moment in time and uses the most current understandings of human identity available to us at the time of the project. It is by no means all-encompassing or exhaustive. INW acknowledges and expects that in future years the categories and methods used for this project may become outdated or need to change to remain relevant and useful.

That said, for the purposes of this assessment INW sought to confirm each source's affiliation in each of the above categories. In an ideal world, INW and/or The Chronicle would be able to directly ask each sourced individual how they self-identify from the outset. Self-identification is central to inclusion because it allows the individual in question to be the steward of their own experience without unfairly or inaccurately erasing part of their experience by remaining confined to clunky identity boxes, many of which are under constant transformation.

However, due to capacity limitations amongst The Chronicle's editorial team, which would have been unduly strained by requiring team members to individually reach out to over 2500+ unique sources, INW filled out this identity-based information through third-party internet searches. If the relevant information was not readily available and included in the Chronicle article itself, INW used sites such as LinkedIn, professional bios posted on a sources' organizational or personal website, Wikipedia, and other news sources to validate our findings in a first pass effort. Upon completion of the first pass, INW compiled a list of sources for which there were outstanding unconfirmed data points. The Chronicle editorial team was then given lists of these outstanding sources to try and confirm. If source confirmation was not possible or successful for any reason, any outstanding, unconfirmed aspects of their identity were marked as unconfirmed and INW's best educated guess was included in the final data set. Through this process, INW was able to confirm roughly 90% of the sources included in N&A stories and 95% of Op-Ed authors with confidence in the accuracy of our output.

For the purposes of this project, INW's quantitative analysis breaks down The Chronicle's sourcing history over these three years in two ways: 1) by the aggregate number of source opportunities (number of quotes in news articles and number of authors, and 2) by the number of unique individuals quoted or who wrote opinion pieces. Doing so accounts for the possibility that a single individual may have been 'sourced' on multiple occasions over the period of review and can shed light about the frequency of outreach to all Chronicle sources from 2017-2019 as well as the spread of perspectives reflected in its reporting.

#### **Other Methodology-Related Observations:**

- INW received a list of the Chronicle sources, which third-party natural language processor, Synaptiq, extracted from all news and opinion pieces from 2017, 2018, and 2019. Natural Language Processing may have missed certain individuals with less common names or names not easily recognized by the biases embedded in Synaptiq's algorithm.
- There are many other important areas of identity not included in this project for logistical and sensitivity reasons. Chief among them are sexual orientation, dis(ability) status, citizenship, and veteran status. Future DEI sourcing efforts and reporting may want to consider including these categories to create an even more nuanced and dynamic understanding of the diversity of perspectives, identities, and experiences represented in The Chronicle's reporting.

## **Assessment Output: Data and Trends**

Data trends from The Chronicle's sourcing efforts during 2017-2019 contain important lessons and insights to guide future editorial decisions. Having this data also serves as an important benchmark to evaluate sourcing practices going forward and to understand the data in context of the broader field.

#### **News & Analysis Highlights:**

- Year over year there has been **increased representation of non-white sources**; progress in terms of representation of Asian and LatinX voices has been positive and steady, with room to expand further, particularly relative to overall workforce representation. In 2019, Asians comprised 6.5% and LatinX comprised 17.6% of the workforce respectively.<sup>1</sup> 2019 also had a strong showing of

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<sup>1</sup> <https://www.bls.gov/cps/cpsaat11.htm>

Black voices as a percentage of the total, a trend INW hopes to see continue going forward. As for areas of improvement, The Chronicle should consider devoting more time and attention to sourcing Native/Indigenous communities and highlighting the experience of individuals who are bi/multiracial, as this latter category represents an increasing proportion of the American population.

- While gender in terms of *Male/Female has been laudably balanced*, there remains ample **opportunity to more deliberately source additional Trans and non-cisgender voices**
- From 2017-2019 the **total number of individuals sourced decreased year over year**. A shrinking aggregate pool of sourcing opportunities may mean that small shifts in the data could have an outsized impact on trends and analysis (for example, if 11 sources in 2017 identify as Multiracial and 10 sources in 2018 identify as Multiracial, the year over year change is -9%. The smaller the total number of individuals sourced is, the more skewed changes in the data may appear.
- Generationally speaking, although Millennials will comprise 75% of the workforce by 2025, they are underrepresented in The Chronicle's sourcing. This may be because Chronicle contributors tend to hold more senior roles in organizations; however, there is **a lot of room for growth in incorporating younger voices into N&A stories**.
- In terms of geography, the **top 7 cities from which The Chronicle draws sources were on the coasts** (In descending order: Washington, New York, San Francisco, Chicago, Boston, Los Angeles, Seattle). The 8th most cited city (with 53 sources) is Indianapolis.

#### Opinion Highlights:

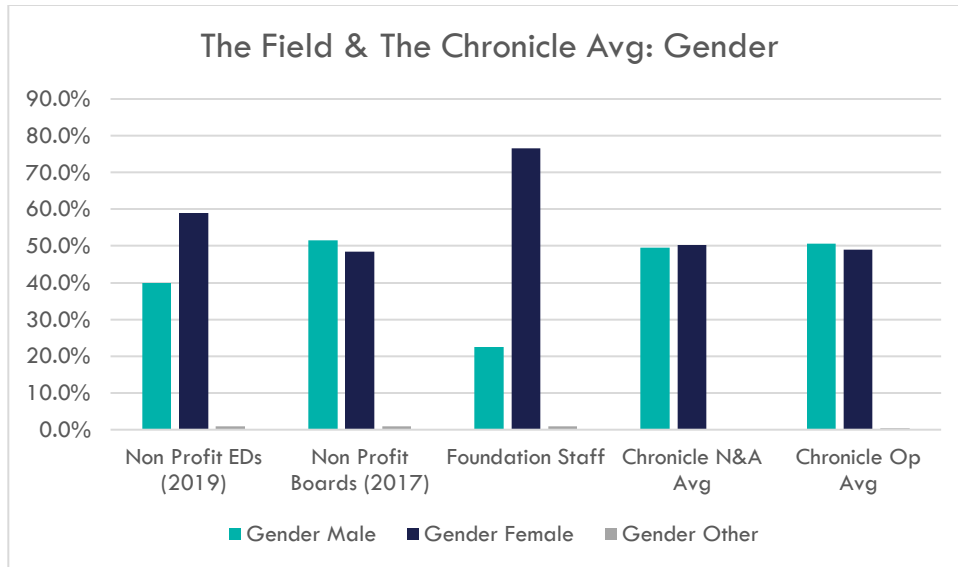
- Similar to the point about the number of sources in the data set skewing the results, there are far fewer Op-Ed opportunities vis-a-vis N&A, meaning that **small shifts in representation can have seemingly large implications for any analysis**. However, unlike N&A where the total number of sources declined year over year, there was a dip from 2017-2018 and an increase from 2018-2019.
- In terms of Race/Ethnicity, the aggregate trends are promising - 30.3% of all Op-Ed writers were people of color and/or LatinX in 2019. That said, there are a **few prominent racial/ethnic groups** (Native Americans, Pacific Islanders/Hawaiians, and Middle Easterners **that were not sourced at all** to author opinion pieces during 2017-2019.
- Gender representation skewed in favor of Males every year except for 2019, when women represented 58.2% of all op-ed writers. It was great to see a Gender non-conforming individual be an op-ed author; hopefully more opportunities can be given to Trans and non-binary writers in the coming years.
- Similar to N&A, the majority of Op-Ed Authors live on the coasts. Washington, New York, Boston, San Francisco, Seattle, and Los Angeles represent the top most sourced cities for opinion contributors while Bloomington (with 11 - all of which was the same individual) comes in 7th.

#### Looking Externally:

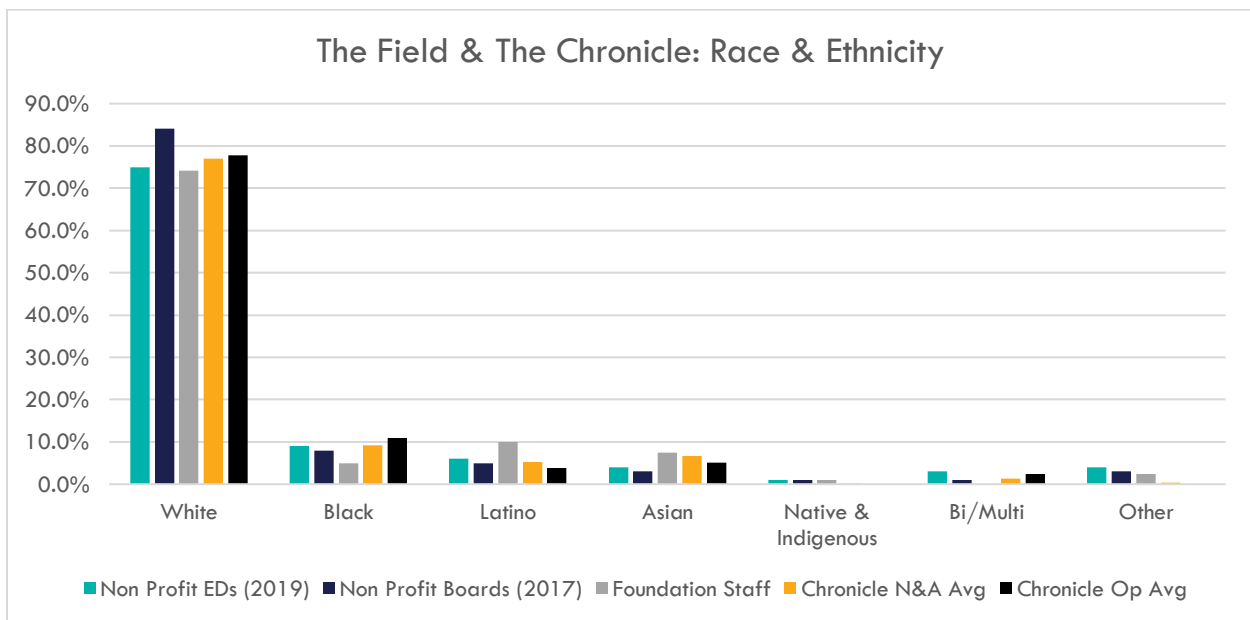
Comparing the analysis of The Chronicle's sourcing from 2017-2019 to the philanthropic-nonprofit field and to peer organizations helps to contextualize the results.

#### The Broader Field:

A potential obstacle in diversifying The Chronicle's sourcing practices is the distorted representation of the fields on which the organization reports: foundations and nonprofits. Looking at the demographic makeup of [Nonprofit Boards](#), [Executive Directors](#), and [Foundation Staff](#), The Chronicle's reporting on gender is overall more balanced in terms of Male/Female representation:



When looking at the field that it reports on in terms of race and ethnicity, The Chronicle is less representative:

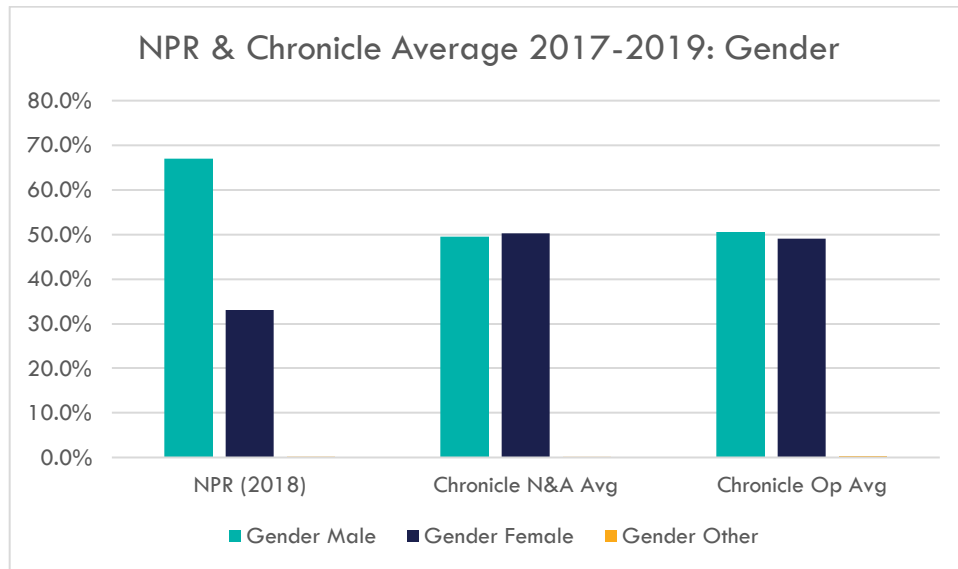


As The Chronicle looks to improve and enhance its sourcing practices for both N&A and Op-Ed pieces, it must contend with defining and measuring its goals. INW recommends using this source assessment as an internal benchmark for relative comparisons year over year and looking at population-level statistics for absolute comparisons, rather than peer-to-peer evaluations. This is because peer institutions are likely grappling with many of the same institutional biases that stymie equitable representation in philanthropic organizations and nonprofits. Assessments relative to other organizations in the space, like those included here, can be helpful to get a general understanding of diversity for reference, but should not be used to evaluate the ‘success’ of The Chronicle’s progress in this area.

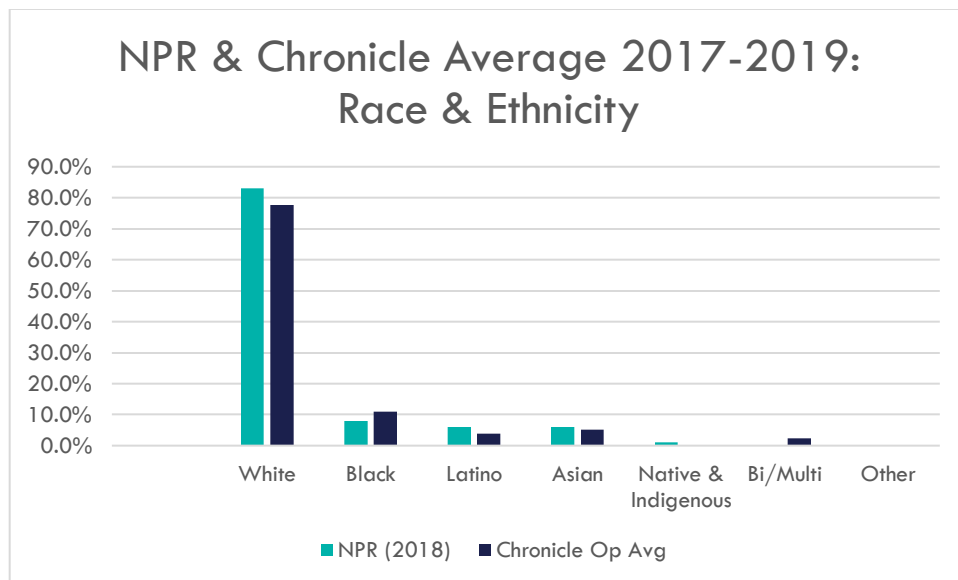
**Peer Organization: NPR**

NPR’s data comes from its weekday and weekend news magazine programs from 2018. When compared to [National Public Radio](#), The Chronicle’s data averaged from 2017-2019 for both N&A and Op-Eds

represents a far more balanced picture in terms of gender expression. Both organizations can improve by incorporating more diversity of gender by sourcing Trans and gender non-binary/non-confirming individuals in their stories.



In terms of race & ethnicity, both NPR and The Chronicle have stories characterized by the overrepresentation of white folks. It is important to note that NPR double counted individuals with multiple racial/ethnic identities in their assessment and had fewer total categories. NPR’s data did not include Native/Indigenous people, Middle Eastern, Pacific Islander, or Bi/Multi-racial. Because these latter categories were included in The Chronicle’s assessment and sources were not double counted, the following graph may not represent a direct 1:1 comparison. Groups not explicitly included in NPR’s analysis have been folded into other groups in the chart below:



## Recommendations

### **Recommendation 1:** *Integrate and Formalize DEI Sourcing Processes*

The small but mighty Chronicle team must contend with multiple demands for time and limited resources that complicate DEI efforts. Generally speaking, the structural barriers to ensuring that sources reflect DEI values in journalism are many: compressed timelines, disparate efforts needed to expand contact lists rather than source from an existing pool, the very real possibility that outreach to new communities or individuals won't yield a new source despite the amount of good-faith effort expended, reporting on topics - especially philanthropy - whose leaders are themselves fairly homogeneous. While the list goes on, there are ways that The Chronicle can integrate and formalize DEI Sourcing processes that expand the perspectives, experiences, and backgrounds represented in its reporting without adding to it. Many of these best practices are part of current Chronicle DEI efforts and deliverables included in this project:

- 1. Formalize organizational definitions for Diversity, Equity, and Inclusion.** A key challenge to advancing DEI in organizations is that we all come to this work with different understandings of what it means. Establishing definitions for Diversity, Equity, and Inclusion in the context of The Chronicle of Philanthropy's work can help the entire team cohere around an aligned understanding of what each term means for the organization. A shared baseline can clarify potential misunderstandings, ensure team members are on the same page, and help organize efforts towards a more unified goal: to advance these values in The Chronicle's reporting, internal practices, and culture.
- 2. Create a communal, expandable database** to pool resources and break down editorial silos. Currently members of The Chronicle team rely heavily upon their own contact lists for expediency and the ease that comes with having established relationships. That said, creating a central database - a direct deliverable of this project - as a reference resource so that reporters and editors can access a broader pool of potential sources fosters greater understanding of the organization's reach, minimizes double dipping, and leverages existing internal relationships for the team's benefit beyond individual connections to a given source.
- 3. Set a baseline and track progress over time.** It can be challenging and disorienting to advance DEI sourcing practices without an understanding of the current state. Without a benchmark how can progress be measured? This project presents The Chronicle with an opportunity to navigate its reporting and sourcing choices with a three-year baseline so that future efforts can be tracked accordingly. Having a baseline can also help identify particular opportunities to direct sourcing outreach in a concerted way. With this baseline and personalized reports derived from the database for each team member, Chronicle staff members can channel their efforts productively with benchmarks providing the necessary data to guide future outreach.
- 4. Leverage Inclusion Nudges as priming tools.** [Inclusion Nudges](#) are **practical designs** to influence the unconscious mind to automatically be inclusive in daily actions, leadership, and decision-making. Inclusion Nudges are redesigns of processes, reframing of perceptions, as well as eye-openers that motivate and engage people in making inclusion the norm everywhere, for everyone. For The Chronicle Team, such nudges can be helpful reminders to keep DEI top of mind in its reporting practices (e.g. a short reminder referenced at the outset of any story about the organization's commitment to DEI and the benefits of centering it in its reporting or a check-list of reflection questions each writer can review before submission with questions like: "have I reached out to someone new for this story? If not, which perspectives might be missing or incomplete? Do my sources reflect a diversity of key stakeholder viewpoints germane to the topic at hand? etc.). These kinds of nudges can also complement the DEI coaching work currently underway and help to embed inclusive practices at varying stages of the writing process.

- 5. Adapt and align incentives and expectations.** This report and associated database both serve as a reference point for individual and shared accountability going forward. While the shift to more DEI-centered sourcing and reporting isn't simple, implementing incentives and clarifying expectations about goals can help advance the transition. For example, can each member of the editorial team have certain explicit goals related to DEI sourcing incorporated into their coaching program with [LaTosch Consulting](#)? Can The Chronicle internally highlight and acknowledge the efforts of team members who are making progress? Can team or organizational goals be set to direct efforts collectively? It is important to note that while they can serve as a form of accountability, the data and insights gleaned from this effort should not be used punitively. This effort is not meant to be a scorecard on anyone's humanity, but it can shed light on areas of opportunity.

**Recommendation 2:** *Co-Author, Co-Author, Co-Author*

The beauty of diversity emerges most powerfully when multiple perspectives, identities, and experiences co-create something that would not have been possible or as powerful without input from various voices. The Chronicle's existing practice of co-authoring pieces, particularly its Op-Eds, represents an important DEI opportunity worth scaling up.

Co-authorship is important for each aspect of DEI. In terms of diversity, co-authoring expands the aggregate number and types of voices that receive exposure and heightened reputation by being featured in The Chronicle of Philanthropy. A greater diversity of editorial inputs may also lead to a greater diversity of potential topics of interest as well as more dynamic perspectives on existing topics already being reported on. With inclusion, co-authorship fosters increased opportunity to collaborate when creating content for The Chronicle's readership as partners. Co-authoring by its very nature encourages partnership as a form of inclusive participation. To the extent that co-authors are also proximate to the subjects of the articles, co-authorship advances equity by lifting up those most impacted by the issues at hand.

Beyond sourcing, incorporating these diverse perspectives through co-authorship can advance DEI in the Chronicle's editorial sourcing practices and reporting while expanding The Chronicle's credibility with different communities whose voices and perspectives are more directly reflected in the final outputs. The Chronicle should continue leveraging co-authorship as a lever to diversify the voices represented in its reporting in both Opinion pieces as well as News & Analysis articles.

**Recommendation 3:** *Interrupt the Cycle of Survivorship Bias*

[Survivorship bias](#) or survival bias is a form of selection bias. It is the logical error of concentrating on the people or things that made it past some selection process and overlooking those that did not, typically because of the latter's lack of visibility. Focus on the survivors often shifts attention away from not only those who 'didn't make it' but also away from the systems or obstacles that create the glorified survivor/invisible failure dichotomy in the first place.

Through its reporting on issues critical to the philanthropic and nonprofit world, The Chronicle is well positioned to expand the focus of its reporting to shed light on the underlying systems that philanthropy's survivorship bias enables the field to ignore. Numerous Chronicle opinion pieces<sup>2</sup> already highlight the interconnected policies, practices, and attitudes that re-entrench systems of inequality through the voices of

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<sup>2</sup> For Example: <https://www.philanthropy.com/article/women-of-color-face-barriers/245612>  
<https://www.philanthropy.com/article/opinion-systemic-bias-behind/240171>  
<https://www.philanthropy.com/article/opinion-how-philanthropy-can/242961>  
<https://www.philanthropy.com/article/opinion-how-philanthropy-can/243638>  
<https://www.philanthropy.com/article/opinion-philanthropy-s/243899>

authors who are proximate to the issues discussed in these pieces. A cornerstone of advancing equity entails analyzing disparate social outcomes across different populations with an eye towards history and the broader context as understood as the output of interlocking systems and forces. Ensuring that The Chronicle's N&A and Op-Ed pieces continue to draw attention to these systems beyond profiling those that made it out contributes to critical social consciousness raising while interrupting the myopic cycle of only focusing on the survivors.

Another way The Chronicle can interrupt the survivorship bias cycle is by reporting on and raising the profile of those 'who didn't make it.' For example, rather than source only prestigious grant or fellowship recipients (e.g. Echoing Green Fellows or MacArthur Genius Awards), leverage existing connections in these organizations to gain access to the broader pool of candidates who were not selected, but nevertheless are doing important work worth amplifying. Doing so offers more balanced perspectives by telling the story of those who've received less visibility because of survival bias. It can also lead to more (and much needed) conversations about the obstacles themselves that these individuals still face.

**Recommendation 4:** *Source DEI Wisdom from your Existing Op-Eds and Connections from your Contributing Authors/Sources*

One of The Chronicle's greatest assets is its vast network of leaders from various institutions in the nonprofit, philanthropic, corporate, and government sectors. And while there is always opportunity to continue diversifying and expanding this community, there is already so much existing wisdom, experience, and perspective within it that The Chronicle can access and apply to its reporting practices and internal operations.

From 2017-2019 there were dozens of articles and Op-Eds written that explicitly focused on various DEI-related questions. Many pieces articulated the enduring importance of these values in the current context, elaborated on the specific experiences of particular populations,<sup>3</sup> and offered practical how-to advice<sup>4</sup> to guide organizations through challenges and opportunities. With such rich knowledge at its disposal, The Chronicle must remember to use its own library of articles and op-eds as a tool and resource to look at how DEI-related articles are being written and by whom.

Moreover, as The Chronicle continues on its DEI journey, it stands to benefit from the connections of its extended community of contributing authors and sources. Since these individuals have already agreed to work with The Chronicle as op-ed writers or as subject matter experts, it would be worth exploring possibilities of them serving as liaisons, introducing the organization to other experts representing a diverse array of backgrounds, identities, and experiences.

**Recommendation 5:** *Be Intentional About Framing*

A critical component of DEI excellence is not only whose stories are told but how they are told. The choice of editorial sources is an important, but certainly not the only, consideration that can advance diversity, equity, and inclusion. In thinking about how The Chronicle can deepen the sophistication and intentionality with which it shares critical stories and information with its readership, there are some general framing-related considerations to be mindful of:

1. **Intersectionality:** Every person must contend with the fact that we are each individuals *and* members of multiple groups/communities at the same time. Kimberlé Crenshaw's [intersectionality](#) framework, which understands human experience, and particularly marginalization, at the nexus where these

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<sup>3</sup> For Example: <https://www.philanthropy.com/article/curbing-the-mortality-rates-of/246067>

<sup>4</sup> For Example: <https://www.philanthropy.com/article/nonprofitsfoundations-are/245733>, <https://www.philanthropy.com/resources/checklist/tips-for-creating-a-more-diver/6800/>

group-level identities intersect, represents an enduringly important way to highlight the complex relationships between identity and group membership. It can be challenging, and in some cases unnecessary, to convey every part of a given person's identity in a news story. For example, Inclusion NextWork Executive Director, Dan Egol, is a Cuban-Israeli, Jewish, Gay, able-bodied, well educated, middle class, cisgender man. He's also left-handed, an avid bookworm, older brother, and dual passport holder. Intersectionality focuses attention on what it means for Dan to be part of multiple groups (Jews, Latinos, LGBTQ+ people) that have faced marginalization throughout history as well as groups that have been advantaged (the well-educated, middle class, white, etc.). These attributes, along with many others, all inform how Dan navigates the world, but may not all be necessary or relevant to a story that The Chronicle may be writing about him. What's important for The Chronicle to remember is that just because it may not highlight all these aspects of who Dan is in a given story (or need to), those non-mentioned facets of his identity don't go away simply because they aren't explicitly referenced. We must be careful not to pigeon-hole. Historically speaking, many marginalized communities (People of Color, LGBTQ+, people with disabilities, immigrants, people from lower socioeconomic statuses, amongst others) are often reduced to their affiliation in lower-status groups, which erases their personhood and reinforces limited narratives about 'people like them.' For example, a reductionist story about a Black woman may only discuss her race or only her gender in isolation, and not the combined impact that both race and gender may have on her experience. Or the story may only mention the aspects of this fictional woman's life that marginalizes her rather than also mentioning the advantages she receives or her accomplishments: being heterosexual, a PhD, a community faith leader, etc. By incorporating a more comprehensive, intersectional frame, the organization can avoid the risk of falling into what author Chimamanda Adichie refers to as '[the danger of a single story](#)' wherein a pattern of reductionist, monolithic caricatures lead to stereotypes and bias.

2. **Disclosure:** Relatedly, when and how to disclose an aspect of a source's identity matters. While op-ed contributors have the agency to do so on their own terms, in N&A pieces, The Chronicle wields the responsibility of this sharing and its impact. For example, certain pieces share a critical identifier of the author or source at the [end](#), while others [lead](#) with the disclosure. Adding any identity component to a story adds depth while setting the listening of the reader in a particular way. As such, how and when a source or author's identity is disclosed should be treated with the understanding that such disclosures are never neutral.
3. **Spokespeople:** As a parallel to the co-authorship recommendation, stories are enriched by having multiple sources from a particular group weigh in on a given topic. Incorporating multiple voices does the dual service of expanding the pool of potential 'experts' whose profiles get raised by being sourced while diminishing the externality of burdening one person with being the sole spokesperson for their entire group or community. Having more than one source contribute to each piece, even if they represent similar demographics or backgrounds, helps shed light on the diversity of perspective within groups (intra-group diversity) and helps to break down misguided notions that any group is monolithic. [This](#) article is a great example of that.
4. **Tokenism:** When a single source is quoted only in reference to their belonging to a particular identity group, especially when their membership in that group places them in the minority, The Chronicle may unintentionally [tokenize](#) that person's perspective or reduce their experience to that of their group membership (e.g. being the 'queer' voice or the 'Black' voice). To avoid this, be sure that individuals sourced on multiple occasions are given the latitude to offer insight and perspective on topics beyond their group affiliation. It is important to make space in stories for those most proximate to a given issue (as their voices have been historically underrepresented) but to do so in a way that does not confine them only to those issues (for example, while Latinos should be sourced for comments about immigration along the Mexican border or the changes in Wet Foot/Dry Foot policies, it should not be the only topic for which they are sought out).

**Recommendation 6:** *Integrate an Expansive Accessibility Lens into your DEI Work*

Stemming from the [Disability Rights Movement](#), accessibility, and more specifically [Universal Design](#), describes the degree to which an environment, entity, product, or service can be used by as many people as possible. Although accessibility wasn't an exclusive or stated focus of this DEI Source Assessment, it should remain a concerted area of further work for The Chronicle.

Incorporating an accessibility lens to The Chronicle's DEI initiative is important not only for representing the diversity of stories and experiences of people with disabilities in its editorial sourcing, but also for ensuring that everything the Chronicle offers can be accessed by the greatest number of people. That said, in future reporting years and subsequent benchmarking of source diversity, we would recommend including (dis)ability status as a measurement criteria.

Other relevant accessibility questions for consideration include:

- Would it be possible to translate articles into languages other than English as language can be an accelerant for or an obstacle to inclusion and access?
- Do all webinars have closed captioning or live interpreters for those that are hearing impaired or deaf?
- Is all website content in a font and color that is easily legible to readers that are colorblind?
- Are webinars and subscription fees reasonably flexible to accommodate for different abilities to pay?

While we recognize the limitations of this initial DEI sourcing effort, it is important that accessibility be incorporated as an explicit focus area in all future initiatives to ensure the coherence and sustainability of this work at The Chronicle.

## Conclusion:

The Chronicle's DEI Source Assessment represents a laudable, critical effort to advance these values in an industry with wide-reaching impacts on organizations and communities across the globe.

It is important that these assessment findings be understood as a snapshot in time, a starting point for a long-term effort to cultivate and sustain diversity, equity, and inclusion not only in The Chronicle's editorial sourcing practices, but also in its internal culture and operations, as well as in all external programming and services.

While it can sometimes be confronting to examine one's work in this way, this assessment represents a critical milestone in COP's ongoing DEI journey. It is also important to highlight that this assessment is not *the* solution in and of itself. Dedicated time, energy, resources, and intention will be required beyond this initial effort to ensure that diversity, equity, and inclusion remain a staple of The Chronicle's work. We are encouraged that this assessment will live on through the incorporation of data from subsequent reporting years and the ongoing DEI coaching effort with LaTosch consulting through March of 2021.

The disparate impacts of COVID-19 and the renewed call for racial justice in recent months demonstrate so viscerally the exigency of this work as the underpinning of a more just society. Now more than ever, communities and institutions of all shapes and sizes are seeking the information and practical advice required to help them change the world. Nonprofits, philanthropy, government agencies, private sector, and private citizens are all needed to help move our nation forward. The Chronicle's reporting plays a particularly important role in guiding these collective efforts through its stories and resources.

This assessment was originally conceived as a component part of a larger institutional reimagination of The Chronicle's work and its role in the nonprofit world. That world is changing. Amidst the threat of a global pandemic and wide-spread mobilization for racial justice, stories that center diversity, equity, inclusion (and accessibility) can help bridge ever-widening divides and empower cross-sector leaders for a better



tomorrow. With this assessment in hand, we have every confidence that The Chronicle will rise to the challenge.

## Appendix: Chronicle Assessment Data Overview

*Individually Tallied Data: Each unique person counts 1 time regardless of number of times sources/authored. E.g. Darren Walker counted 1 time although sourced 17 times.*



## News & Analysis By Source

Gender Identity	Count		
	2017	2018	2019
Male	498	417	313
Female	507	383	352
Trans	0	1	0
GNB	0	1	0
GNC	0	0	1
<b>Total</b>	<b>1,005</b>	<b>802</b>	<b>666</b>

Gender Identity	% of Total		
	2017	2018	2019
Male	49.6%	52.0%	47.0%
Female	50.4%	47.8%	52.9%
Trans	0.0%	0.1%	0.0%
GNB	0.0%	0.1%	0.0%
GNC	0.0%	0.0%	0.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Change	2018	2019
	Male	-16%
Female	-24%	-8%
Trans	-	-100%
GNB	-	-100%
GNC	-	-
<b>Total</b>	<b>-20%</b>	<b>-17%</b>

Race/Ethnicity	Count		
	2017	2018	2019
White	806	641	472
Asian	34	42	44
N/A	7	3	3
Middle Eastern	17	9	12
Latinx	47	41	40
Multiracial	11	10	10
Black	81	55	84
Native American	1	0	1
Pacific Islander	0	1	0
<b>Total</b>	<b>1,004</b>	<b>802</b>	<b>666</b>

Race/Ethnicity	% of Total		
	2017	2018	2019
White	80.3%	79.9%	70.9%
Asian	3.4%	5.2%	6.6%
Not Available	0.7%	0.4%	0.5%
Middle Eastern	1.7%	1.1%	1.8%
Latinx	4.7%	5.1%	6.0%
Multiracial	1.1%	1.2%	1.5%
Black	8.1%	6.9%	12.6%
Native American	0.1%	0.0%	0.2%
Pacific Islander	0.0%	0.1%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Change	2018	2019
	White	-20%
Asian	24%	5%
Not Available	-57%	0%
Middle Eastern	-47%	33%
Latinx	-13%	-2%
Multiracial	-9%	0%
Black	-32%	53%
Native American	-100%	-
Pacific Islander	-	-100%
<b>Total</b>	<b>-20%</b>	<b>-17%</b>

Generation	Count		
	2017	2018	2019
Gen X	347	262	250
Millennial	235	235	182
N/A	8	2	8
Boomer	382	283	206
Silent Generatio	32	20	20
Gen Z	1	0	0
<b>Total</b>	<b>1,005</b>	<b>802</b>	<b>666</b>

Generation	% of Total		
	2017	2018	2019
Gen X	35%	33%	38%
Millennial	23%	29%	27%
N/A	1%	0%	1%
Boomer	38%	35%	31%
Silent Generatio	3%	2%	3%
Gen Z	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Change	2018	2019
	Gen X	-24%
Millennial	0%	-23%
N/A	-75%	300%
Boomer	-26%	-27%
Silent Generatio	-38%	0%
Gen Z	-100%	-
<b>Total</b>	<b>-20%</b>	<b>-17%</b>



## Opinion

Gender Identity	Count		
	2017	2018	2019
Male	55	44	52
Female	36	41	75
Trans	0	0	0
GNB	0	0	0
GNC	0	1	0
<b>Total</b>	<b>91</b>	<b>86</b>	<b>127</b>

Gender Identity	% of Total		
	2017	2018	2019
Male	60.4%	51.2%	40.9%
Female	39.6%	47.7%	59.1%
Trans	0.0%	0.0%	0.0%
GNB	0.0%	0.0%	0.0%
GNC	0.0%	1.2%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Change	2018	2019
	Male	-20%
Female	14%	83%
Trans	-	-
GNB	-	-
GNC	-	-100%
<b>Total</b>	<b>-5%</b>	<b>48%</b>

Race/Ethnicity	Count		
	2017	2018	2019
White	76	69	89
Asian	6	3	7
N/A	0	0	0
Middle Eastern	0	0	0
Latinx	2	5	4
Multiracial	1	3	3
Black	6	6	24
Native American	0	0	0
Pacific Islander	0	0	0
<b>Total</b>	<b>91</b>	<b>86</b>	<b>127</b>

Race/Ethnicity	% of Total		
	2017	2018	2019
White	83.5%	80.2%	70.1%
Asian	6.6%	3.5%	5.5%
N/A	0.0%	0.0%	0.0%
Middle Eastern	0.0%	0.0%	0.0%
Latinx	2.2%	5.8%	3.1%
Multiracial	1.1%	3.5%	2.4%
Black	6.6%	7.0%	18.9%
Native American	0.0%	0.0%	0.0%
Pacific Islander	0.0%	0.0%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Change	2018	2019
	White	-9%
Asian	-50%	133%
N/A	-	-
Middle Eastern	-	-
Latinx	150%	-20%
Multiracial	200%	0%
Black	0%	300%
Native American	-	-
Pacific Islander	-	-
<b>Total</b>	<b>-5%</b>	<b>48%</b>

Generation	Count		
	2017	2018	2019
Gen X	25	27	46
Millennial	20	17	36
N/A	0	0	0
Boomer	38	37	45
Silent Generatio	8	5	0
Gen Z	0	0	0
<b>Total</b>	<b>91</b>	<b>86</b>	<b>127</b>

Generation	% of Total		
	2017	2018	2019
Gen X	27%	31%	36%
Millennial	22%	20%	28%
N/A	0%	0%	0%
Boomer	42%	43%	35%
Silent Generatio	9%	6%	0%
Gen Z	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Change	2018	2019
	Gen X	8%
Millennial	-15%	112%
N/A	-	-
Boomer	-3%	22%
Silent Generatio	-38%	-100%
Gen Z	-	-
<b>Total</b>	<b>-5%</b>	<b>48%</b>

### Most Sourced Locations

News & Analysis

Opinion

Location: Town/City

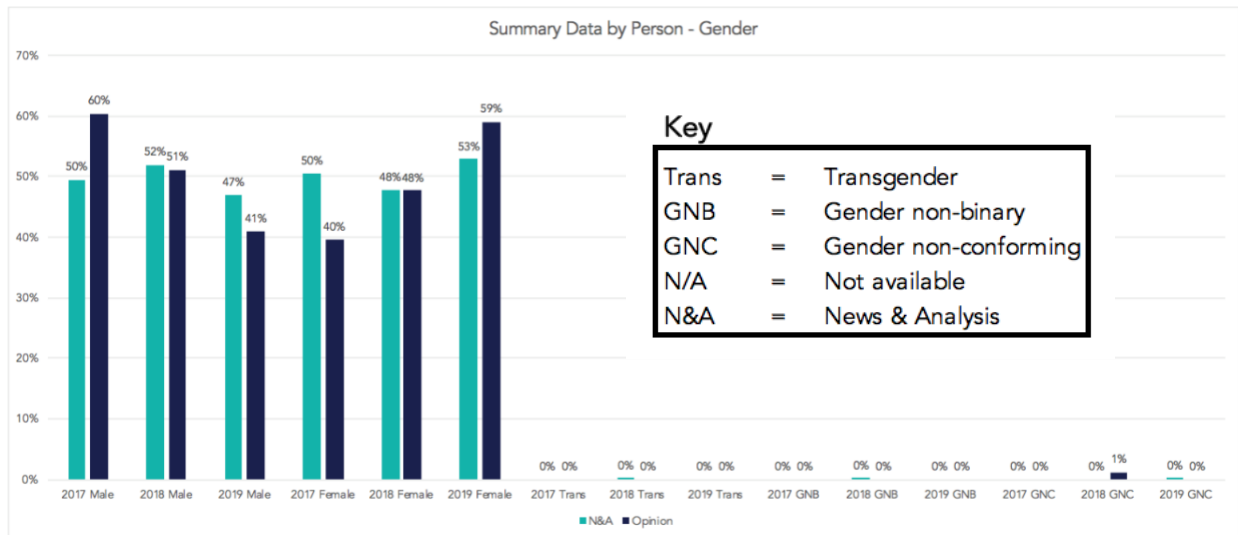
# Sources

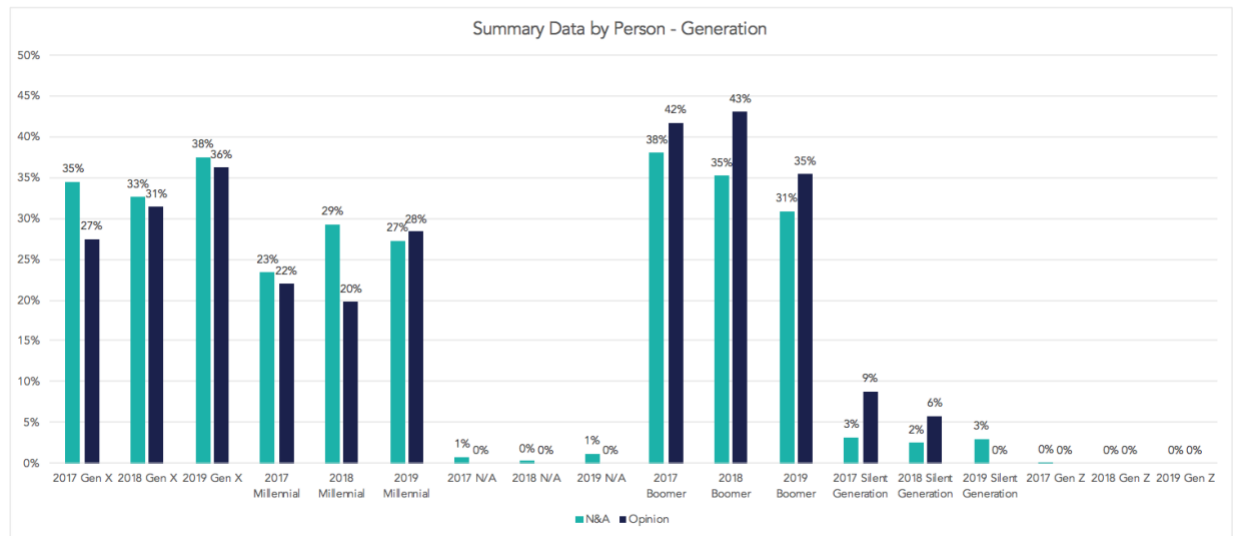
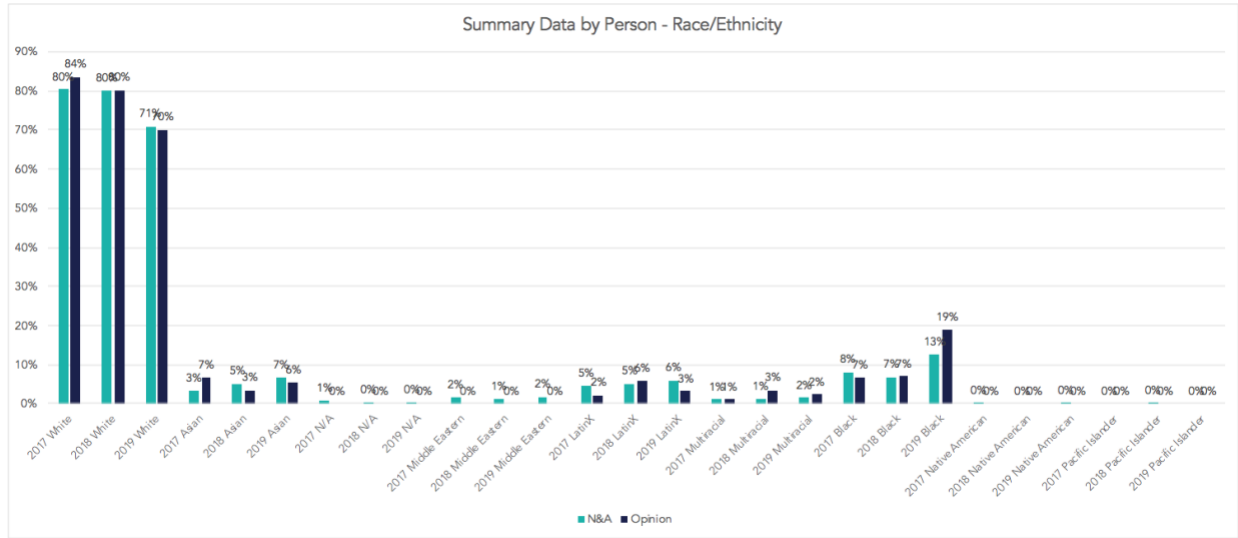
Location: Town/City

# Authors



Washington	651	Washington	104
New York	476	New York	86
San Francisco	200	Boston	36
Chicago	144	San Francisco	31
Boston	125	Seattle	17
Los Angeles	107	Los Angeles	16
Seattle	57	Bloomington	11
Indianapolis	53	Philadelphia	10
Baltimore	53	Chicago	8
Philadelphia	48	Cincinnati	6
Alexandria	46	Pittsburgh	6
Minneapolis	46	Palo Alto	5
Austin	44	Atlanta	5
Atlanta	38	Miami	4
Oakland	34	Indianapolis	4
Houston	31	Los Altos	3
Dallas	30	Oakland	2





Aggregate Tallied Data: Each unique person counts as many times as they were sources/authored. E.g. Darren Walker counted 17 times, once for each time sourced.



### News & Analysis Aggregate

Gender Identity	Count			Gender Identity	% of Total			Change	
	2017	2018	2019		2017	2018	2019	2018	2019
Male	834	553	390	Male	54%	55%	49%	-34%	-29%
Female	723	457	413	Female	46%	45%	51%	-37%	-10%
Trans	0	1	0	Trans	0%	0%	0%	-	-100%
GNB	0	1	0	GNB	0%	0%	0%	-	-100%
GNC	0	0	1	GNC	0%	0%	0%	-	-
<b>Total</b>	<b>1,557</b>	<b>1,012</b>	<b>804</b>	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>-35%</b>	<b>-21%</b>

Race/Ethnicity	Count			Race/Ethnicity	% of Total			Change	
	2017	2018	2019		2017	2018	2019	2018	2019
White	1,246	825	585	White	80%	82%	73%	-34%	-29%
Asian	47	49	51	Asian	3%	5%	6%	4%	4%
N/A	9	3	3	N/A	1%	0%	0%	-67%	0%
Middle Eastern	21	11	16	Middle Eastern	1%	1%	2%	-48%	45%
Latinx	69	45	46	Latinx	4%	4%	6%	-35%	2%
Multiracial	12	12	12	Multiracial	1%	1%	1%	0%	0%
Black	151	66	90	Black	10%	7%	11%	-56%	36%
Native American	1	-	1	Native American	0%	0%	0%	-100%	-
Pacific Islander	-	1	-	Pacific Islander	0%	0%	0%	-	-100%
<b>Total</b>	<b>1,556</b>	<b>1,012</b>	<b>804</b>	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>-35%</b>	<b>-21%</b>

Generation	Count			Generation	% of Total			Change	
	2017	2018	2019		2017	2018	2019	2018	2019
Gen X	546	338	307	Gen X	35%	33%	38%	-38%	-9%
Millennial	298	280	206	Millennial	19%	28%	26%	-6%	-26%
N/A	10	2	8	N/A	1%	0%	1%	-80%	300%
Boomer	655	364	262	Boomer	42%	36%	33%	-44%	-28%
Silent Generation	47	28	21	Silent Generation	3%	3%	3%	-40%	-25%
Gen Z	1	0	0	Gen Z	0%	0%	0%	-100%	-
<b>Total</b>	<b>1,557</b>	<b>1,012</b>	<b>804</b>	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>-35%</b>	<b>-21%</b>

Source	Most Cited	
	Count	Rank
Aaron Dorfman	17	1
Darren Walker	17	1
Steve Taylor	16	3
Tim Delaney	15	4
Dan Cardinali	15	4
Una Osili	12	6
Phil Hills	12	6
Eileen Heisman	11	8
Julia Stasch	10	9
Leslie Lenkowski	10	9
Hadar Susskind	10	9
Anne Wallestach	10	9
David Hessekiel	10	9

### Opinion Aggregate

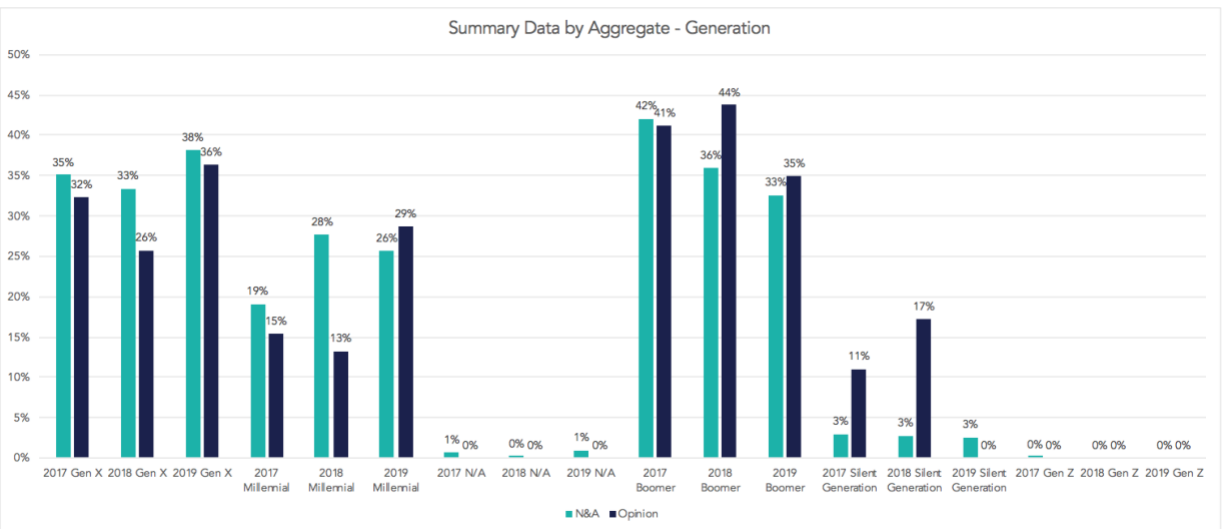
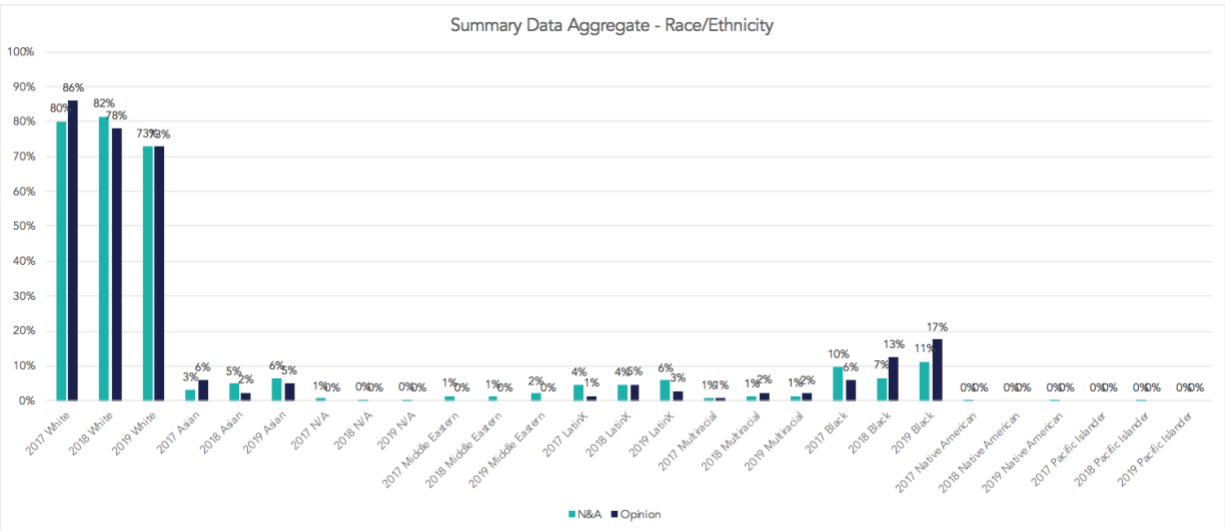
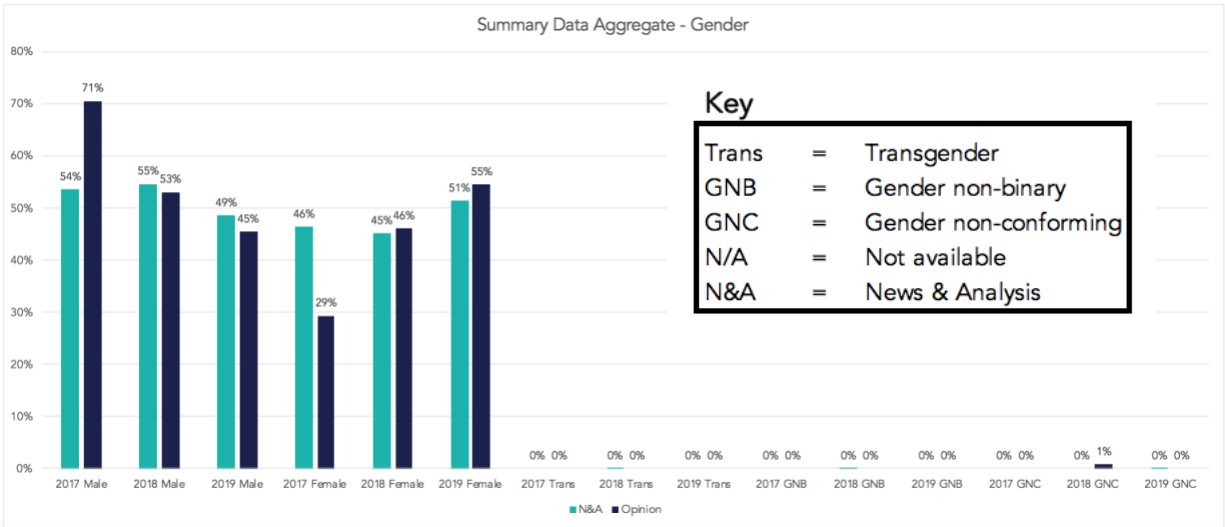
Gender Identity	Count			Gender Identity	% of Total			Change	
	2017	2018	2019		2017	2018	2019	2018	2019
Male	96	68	65	Male	71%	53%	45%	-29%	-4%
Female	40	59	78	Female	29%	46%	55%	48%	32%
Trans	0	0	0	Trans	0%	0%	0%	-	-
GNB	0	0	0	GNB	0%	0%	0%	-	-
GNC	0	1	0	GNC	0%	1%	0%	-	-100%
<b>Total</b>	<b>136</b>	<b>128</b>	<b>143</b>	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>-6%</b>	<b>12%</b>

Race/Ethnicity	Count			Race/Ethnicity	% of Total			Change	
	2017	2018	2019		2017	2018	2019	2018	2019
White	117	100	104	White	86%	78%	73%	-15%	4%
Asian	8	3	7	Asian	6%	2%	5%	-63%	133%
N/A	-	-	-	N/A	0%	0%	0%	-	-
Middle Eastern	-	-	-	Middle Eastern	0%	0%	0%	-	-
Latinx	2	6	4	Latinx	1%	5%	3%	200%	-33%
Multiracial	1	3	3	Multiracial	1%	2%	2%	200%	0%
Black	8	16	25	Black	6%	13%	17%	100%	56%
Native American	-	-	-	Native American	0%	0%	0%	-	-
Pacific Islander	-	-	-	Pacific Islander	0%	0%	0%	-	-
<b>Total</b>	<b>136</b>	<b>128</b>	<b>143</b>	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>-6%</b>	<b>12%</b>

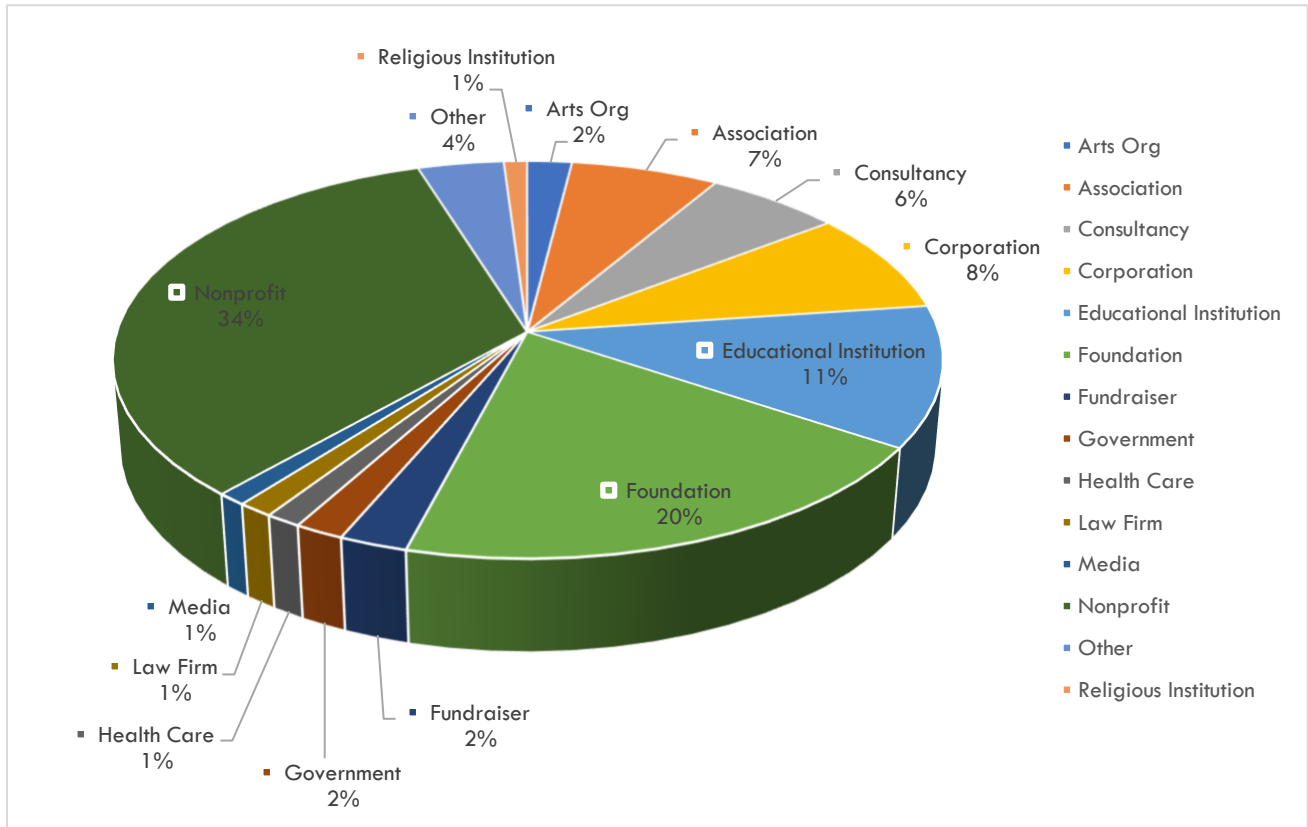
Generation	Count			Generation	% of Total			Change	
	2017	2018	2019		2017	2018	2019	2018	2019
Gen X	44	33	52	Gen X	32%	26%	36%	-25%	58%
Millennial	21	17	41	Millennial	15%	13%	29%	-19%	141%
N/A	0	0	0	N/A	0%	0%	0%	-	-
Boomer	56	56	50	Boomer	41%	44%	35%	0%	-11%
Silent Generation	15	22	0	Silent Generation	11%	17%	0%	47%	-100%
Gen Z	0	0	0	Gen Z	0%	0%	0%	-	-
<b>Total</b>	<b>136</b>	<b>128</b>	<b>143</b>	<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>-6%</b>	<b>12%</b>

### Most Authorships

Source	Count	Rank
Leslie Lenkowski	11	1
Benjamin Soski	8	2
Suzanne Garme	8	2
Robert Ross	7	4
Pablo Eisenberg	7	4
Mark Rosenmar	6	6
Vincent Stehle	6	6
Tyler Nickerson	5	8
Alan Cantor	5	8
Phil Buchanan	5	8

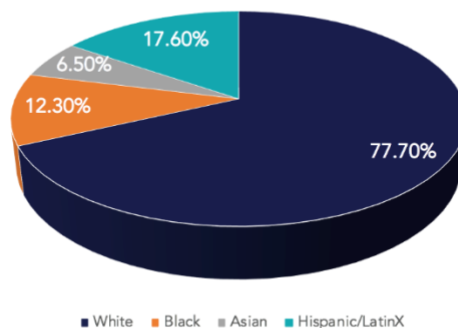


Distribution of Sources/Opinion Authors by Organization Type



*\*Please note that the above graph looks at individuals based on what kinds of institutions they were employed by, not their role in the philanthropic arena. For this reason, the myriad philanthropists and donors covered by COP's reporting are distributed amongst these categories based on their means of primary employment. For example, if a story sourced Warren Buffet, he would show up in the above graph under 'Corporation' given his role at Berkshire Hathaway.*

Racial Composition of Workforce in 2019



Bureau of Labor Statistics, 2019 Data: <https://www.bls.gov/cps/cpsaat11.htm>