



Federal HBCU Competitiveness Strategy

FISCAL YEARS 2020-21 AND 2021-22
AGENCY HBCU COMPETITIVENESS PLANS



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Introduction

About the White House Initiative on Historically Black Colleges and Universities

Established in Executive Order (EO) 13779, signed by President Trump on Feb. 28, 2017, the White House Initiative on Historically Black Colleges and Universities is housed in the Executive Office of the President, led by an executive director designated by the President and charged with implementing EO 13779. The Initiative works with federal agencies, private-sector employers, education associations, philanthropic organizations, and other partners to increase the capacity of HBCUs to provide the highest-quality education, aligned with U.S. education and economic priorities, to an increasing number of students.

HBCU Competitiveness: The ability of HBCUs to successfully compete for public and private investments to meet student needs and promote community prosperity.

Winston-Salem State University

Photo courtesy: Garrett Garms

Letter From the Executive Director

To successfully implement Executive Order 13779, The White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities (EO 13779), the Trump administration dove deeply into how the federal sector can best expand the overall impact of historically black colleges and universities (HBCUs) on the principal missions of agencies. Our exploration uncovered numerous, fragmented HBCU programs and initiatives across the federal government. While some of these efforts have yielded good outcomes, there was no common vision or strategy to link together federal HBCU activities. These disparate, uncoordinated efforts have invariably led to a less than optimal impact.

The White House Initiative on Historically Black Colleges and Universities (Initiative) concluded that a new strategy was needed to build the internal federal scaffolding required to safeguard HBCU success for years to come and to continuously strengthen their role in delivering on agency goals and objectives. Hence, the White House Domestic Policy Council convened an interagency policy coordination committee to create the first [Framework for the Development of a Federal HBCU Competitiveness Strategy](#) (Framework), igniting the creation and aggregation of the following federal agency HBCU competitiveness plans.

For the first time, the federal government has developed this Federal HBCU Competitiveness Strategy (Strategy), informed by the goals and practices described in the Framework. This Strategy is designed to improve HBCU alignment with, contributions to, and realization of value from U.S. education and economic competitiveness priorities. Moreover, beyond guiding federal focus, actions, and investments, this Strategy serves as a valuable “North Star” for nonfederal, state, local,

and private sector engagement on the national goal to support HBCU competitiveness. Importantly, this Strategy establishes the foundation, i.e., the floor, not the ceiling, of federal HBCU leadership by

- codifying HBCU competitiveness into presidential policy.
- mandating minimum four-year federal agency HBCU competitiveness plans.
- aligning federal agency HBCU planning, goal creating, and measuring with the GPRA Modernization Act of 2010.
- establishing four federal HBCU priority areas that anchor all agency competitiveness plans.
- assigning federal agency HBCU quantitative metrics reporting to the Office of Management and Budget.
- organizing the federal HBCU competitiveness ecosystem, comprising 32 federal agencies and facilitated daily by the Initiative.

This Strategy fortifies the Initiative's resolve to evolve the federal government from a collection of disparate efforts serving HBCUs to a cohesive and comprehensive government-wide plan that will improve conditions for HBCUs to compete for federal investments. It is my honor to present this Strategy to HBCUs and to federal and nonfederal public and private partners.



Sincerely,

A handwritten signature in black ink that reads "Johnathan M. Holifield".

Johnathan M. Holifield
Executive Director
White House Initiative on Historically Black
Colleges and Universities
White House Domestic Policy Council

Definition of Terms

Definitions of the key terms that are used throughout this document:

Terms	Definition
Agency mission	Statement defining the fundamental purpose of the agency. Answer the question, "Why does the agency exist?"
Agency goals	Provide not more than five agency goals excerpted from the FY 18–22 agency strategic plan. Identified Agency Goals should be informed by broad areas of opportunity in which higher education institutions currently deliver or can deliver value to the agency.
HBCU goals	Provide not more than five HBCU goals linked to Agency Goals excerpted from the FY 18–22 agency strategic plan. Identified HBCU Goals should be informed by broad areas of opportunity in which higher education institutions currently deliver or can deliver value to the agency.
Framework priority areas	Education 21st-century Infrastructure Economic Development and Competitiveness Academic Research Enterprise Supplemental Opportunities (for detailed descriptions, see page 10 of the Agency Guidance and Reference Brief).
HBCU Metrics	Describe not more than five impactful, quantitative HBCU metrics linked to identified HBCU Goals and Agency Goals.
Strategies	Describe not more than five high-level, strategic approaches the agency will take to achieve identified HBCU Goals linked to Agency Goals.
Tactics	Describe not more than 10 specific, detailed, tactical actions the agency will take to achieve identified HBCU Goals linked to Agency Goals.

Reference Documents

Executive Order 13779

[Presidential Executive Order on The White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities](#)

"Historically black colleges and universities (HBCUs) have made, and continue to make, extraordinary contributions to the general welfare and prosperity of our country. Established by visionary leaders, America's HBCUs have, for more than 150 years, produced many of our nation's leaders in business, government, academia, and the military, and have helped create a black middle class. The nation's more than 100 HBCUs are located in 20 states, the District of Columbia, and the U.S. Virgin Islands, and serve more than 300,000 undergraduate, graduate, and professional students. These institutions are important engines of economic growth and public service, and they are proven ladders of intergenerational advancement.

"A White House Initiative on HBCUs would: advance America's full human potential; foster more and better opportunities in higher education; strengthen the capacity of HBCUs to provide the highest-quality education; provide equitable opportunities for HBCUs to participate in federal programs; and increase the number of college-educated Americans who feel empowered and able to advance the common good at home and abroad. ..."

Framework for the Development of a Federal HBCU Competitiveness Strategy

[Framework for the Development of a Federal HBCU Competitiveness Strategy](#)

EO 13779 requires agencies identified by the Secretary of Education, in consultation with the executive director of the Initiative to prepare annual plans describing efforts to strengthen the capacity and competitiveness of HBCUs. To upgrade federal agency HBCU planning, goal-making, measuring, and reporting, the White House Domestic Policy Council convened a policy coordinating committee to develop a governmentwide HBCU strategy. On Feb. 14, 2020, the Executive Office of the President of the United States issued the Framework for the Development of a Federal HBCU Competitiveness Strategy (Framework) to bolster agency compliance with EO 13779. The Framework does not change agency missions or strategic goals and objectives. Rather, the Framework promotes thinking and acting in new ways about how agency missions or strategic goals and objectives can be achieved with and through HBCUs.

Agency Guidance and Reference Brief

[Agency Guidance and Reference Brief for Implementing the Framework for the Development of a Federal HBCU Competitiveness Strategy](#)

The Initiative provides this guidance and reference brief to improve implementation of the Framework. Importantly, the guidance and reference brief does not create binding requirements for federal agencies; however, it does warrant thorough review and consideration prior to developing required agency HBCU competitiveness plans. In sum, the purposes of the guidance and reference brief are to provide agencies direction to strengthen compliance with requirements of EO 13779; and for agencies to reference this guidance when developing new or reviewing existing HBCU competitiveness plans and when proposing and carrying out HBCU-related activities.

Federal HBCU Competitiveness Strategy

The Framework and the agency guidance and reference brief lead federal agencies in the development of their minimum four-year agency HBCU competitiveness plans. To improve the conditions for HBCUs to compete for federal opportunities, the Framework and agency guidance and reference brief for the first time call for the adoption of four practices to assist in fulfilling agency missions and strategic goals and objectives through collaboration with HBCUs. They are:



Improving alignment with Government Performance and Results Act planning and reporting



Developing action-oriented plans aligned with agency mission and objectives



Fostering a federal HBCU competitiveness ecosystem



Ensuring governmentwide alignment via four priority areas

These agency HBCU competitiveness plans do not create a single, centrally controlled federal approach. Rather, they are developed internally as part of agencywide strategic plans for fiscal year (FY 2018–22), in accordance with the GPRA Modernization Act of 2010. When agency HBCU competitiveness plans are aggregated — reflecting the directives of the Framework and guidance and reference brief — they compose this Federal HBCU Competitiveness Strategy.

Notice

The federal agency HBCU competitiveness plans set forth herein have not been substantively edited for this Strategy. Non-substantive edits have been made for visual presentation, uniformity, and readability. All inquiries related to plan contents should be directed to the Plan Point of Contact provided for each agency.



Executive Director, Johnathan M. Holifield presents Angela McDaniel, Department of Labor, with the 2019 Agency Innovator Award.

Photo courtesy: Leslie Williams, U.S. Department of Education

Strategy Snapshot

By the Numbers

Federal HBCU Competitiveness Strategy Fiscal Years 2020-21 and 2021-22

32

Four-year federal agency HBCU competitiveness plans¹

123

Federal agency HBCU metrics (generally quantitative), linked to agencywide and HBCU goals

4

Federal priority areas anchoring all agency HBCU competitiveness plans: education; 21st-century infrastructure (broadband); economic development and competitiveness; and academic research enterprise

140

Federal agency HBCU strategies, supporting agencywide and HBCU goals and metrics

127

Federal agencywide goals developed in accordance with the GPRA Modernization Act of 2010

252

Federal agency HBCU tactics, supporting agencywide and HBCU goals, metrics, and strategies

132

Federal agency HBCU goals, linked to agencywide goals developed in accordance with the GPRA Modernization Act of 2010

¹ Since the Framework was issued in the middle of the current agency four-year strategic planning cycle, in accordance with the GPRA Modernization Act of 2010, this first iteration of four-year agency HBCU competitiveness plans substantively cover only fiscal year (FY) 21 and FY 22. Following the completion of agency strategic plans in FY 22, agency HBCU competitiveness planning will take place within the regular GPRA Modernization Act of 2010 process.

FEDERAL HBCU INTERAGENCY WORKING GROUP

Federal HBCU Interagency Working Group Composition

For purposes of implementing EO 13779, the Federal HBCU Interagency Working Group (IWG), comprising representatives of federal agencies and departments, was established to help advance and coordinate work throughout the federal government to strengthen the capacity and competitiveness of HBCUs. The IWG is chaired by the executive director of the Initiative and facilitated by its intergovernmental relations coordinator.

The IWG includes liaisons, the senior officials appointed by agency heads to provide overall coordination with the Initiative, who report directly to their secretary, administrator or commissioner on progress

made to implement the EO. These liaisons are the agency officials of record, responsible for developing and accountable for executing the agency plans.

In support of liaisons are representatives who regularly participate in IWG meetings and serve as the Initiative's primary points of agency contact for the day-to-day, operational work of the IWG.

The IWG is the backbone of federal government leadership to improve the capacity and competitiveness of HBCUs.



Members of the HBCU Interagency Working Group

Photo courtesy: Leslie Williams, U.S. Department of Education

Interagency Working Group Federal Agency Partners

Federal Agencies



Advisory Council on Historic Preservation, Agency for Global Media, Agency for International Development, AmeriCorps, Appalachian Regional Commission, Department of Agriculture, Department of Commerce, Department of Defense, Department of Education, Department of Energy, Department of Health and Human Services, Department of Homeland Security, Department of Housing and Urban Development, Department of Interior, Department of Justice, Department of Labor, Department of State, Department of Transportation, Department of Treasury, Department of Veterans Affairs, Environmental Protection Agency, Equal Employment Opportunity Commission, General Services Administration², National Aeronautics and Space Administration, National Endowment for the Arts, National Endowment for the Humanities, National Labor Relations Board³, National Science Foundation, Nuclear Regulatory Commission, Office of Personnel Management, Office of the Director of National Intelligence, Peace Corps, Small Business Administration, Social Security Administration

² IWG participant General Services Administration is not required to provide an agency HBCU competitiveness plan.

³ IWG participant National Labor Relations Board is not required to provide an agency HBCU competitiveness plan.



FEDERAL HBCU COMPETITIVENESS STRATEGY

Agency HBCU Competitiveness Plans
Fiscal Years 2020-21 and 2021-22

Photo courtesy: Joshua McKnight

Note: Federal agency HBCU competitiveness plans have not been substantively edited for this Strategy. Nonsubstantive edits have been made for visual presentation, uniformity, and readability. All inquiries related to plan contents should be directed to the plan point of contact provided for each agency.

Framework Priority Areas

To drive execution of the Framework and inform the strategies and tactics outlined above, the following federal HBCU competitiveness priority areas are designed to increase alignment throughout the federal sector. By committing to a handful of priorities that matter to HBCU competitiveness, the federal sector clearly signals its intended direction related to HBCU. Importantly, those priorities will be linked to explicit agencywide strategic planning, goaling, measuring and reporting. In short, they provide a basis on which to evaluate the federal sector's progress toward the national goal to improve conditions under which HBCU compete for federal opportunities.



Education

Promoting HBCU student achievement, fostering educational excellence and institutional development to build capacity and creativity to support civil society and strengthen local economies.



21st Century Infrastructure (4G and 5G Broadband)

Ensuring the availability, access, and adoption of information and communication technologies in general, and broadband specifically, to ensure HBCU competitiveness, further enabling institutions to perform as both education and economic anchors in for their communities.



Economic Development and Competitiveness

Leveraging HBCU as economic anchors, helping institutions provide experiences that meet student needs and promote community prosperity, including, among other things, public-private partnership formation; access to relevant data and research and development opportunities; and capacity-building and technical assistance related to broadly defined innovation and entrepreneurship ecosystem-building and other development, aligned with U.S. competitiveness priorities.



Academic Research Enterprise

Increasing the competitiveness and capabilities of HBCU undergraduate students, graduate students, post docs, and early career faculty by improving their awareness of, and ability to compete for opportunities in, the many facets of America's academic research enterprise. Additionally, strengthening the research competitiveness of HBCU through improving the ability of faculty to develop sustainable expertise and long-term plans for their research program and career trajectories.



Supplemental Opportunities

Representing the diverse array of good opportunities within agencies that are important and might advance HBCU competitiveness, but possibly may be outside of and disconnected from the federal HBCU competitiveness priority areas. Potential areas of opportunity could include, arts, culture and humanities; healthcare; targeted informational outreach activities; campus safety and resilience; environmental; aviation; transportation; data gathering, assessment and evaluation; campus internationalization and others.



Advisory Council on Historic Preservation

Plan Point of Contact: Susan Glimcher

Liaison: John M. Fowler

Representative: Susan Glimcher

Agency Mission

The Advisory Council on Historic Preservation (ACHP) promotes the preservation, enhancement, and sustainable use of the nation's diverse historic resources, and advises the President and the Congress on national historic preservation policy.

Agency Goals

- 1** Promote the importance of historic preservation. Foster a broader appreciation for and knowledge of historic preservation, history, and the work of the ACHP among diverse audiences, and communicate the value and benefits of preserving historic resources.
- 2** Advance historic preservation policy and programs. Formulate and advance effective public policies and programs that support and encourage historic preservation activities carried out by the federal government, Indian tribes, states, local governments, Native Hawaiian organizations, and private organizations and individuals.

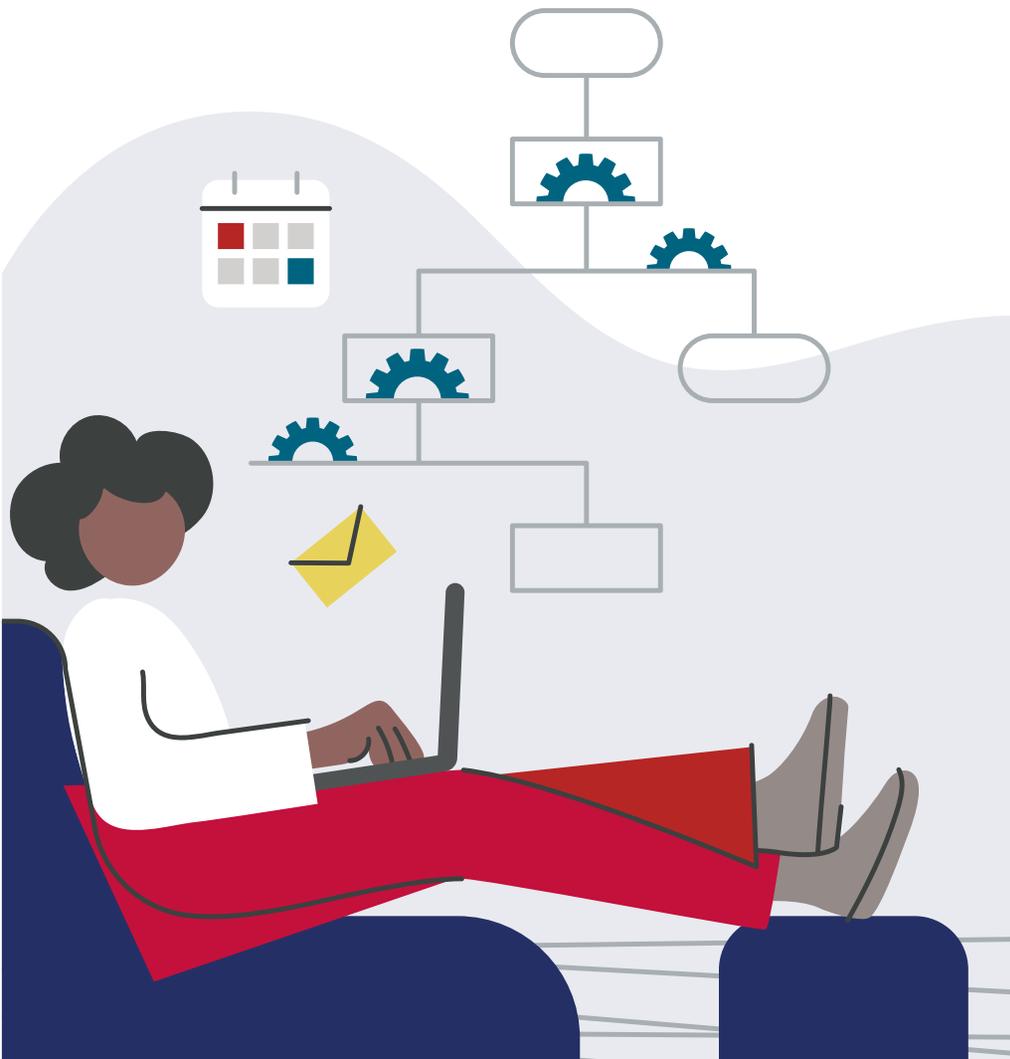
HBCU Goals

- 1** **From Agency Goal 1** - Raise awareness of the rich, cultural legacy of HBCUs and the need to preserve HBCU historic campuses by widely promoting programs, such as the ACHP's Preservation in Practice program, which educates students from HBCUs on historic preservation.
 -  Academic Research Enterprise
- 2** **From Agency Goal 1** - Build strong, long-term, ongoing collaborative relationships between ACHP federal members (such as USDA, DOI, etc.) through the Preservation in Practice program, which educates HBCU students on preservation and conservation.
 -  Education
- 3** **From Agency Goal 1** - Build out a pipeline for HBCU students by promoting mentorships, internships, and other opportunities leading to careers, by bringing students from HBCUs into fields that are not culturally diverse, including historic preservation and related fields.
 -  Education

- 4** **From Agency Goal 2** - Encourage local community engagement with HBCUs by raising the visibility of preservation projects and programs in order to build strong partnerships among these groups.



Economic Development & Competitiveness



HBCU Metrics

- 1** Create and promote an annual awareness campaign to run during the month of February about the value of the cultural legacy of HBCUs (end of fiscal year [EOFY] 21 and EOFY 22) The campaign will be targeted and sent to all 101 current HBCUs by EOFY 21.
- 2** Build a solid, ongoing partnership with at least one additional federal member of the ACHP to collaboratively advance Preservation in Practice with sustainable goals by EOFY 22.
- 3** Add at least one additional HBCU (yearly) to the Preservation in Practice program EOFY 21 and EOFY 22. In FY 18 and FY 19, the program included Morgan State University and Tuskegee University. In 2021, the ACHP plans to add Hampton University. ACHP will continue to grow the program, not only with new HBCUs, but also by expanding the program to at least one other federal agency partner in FY 21.
- 4** The Preservation in Practice program included up to 12 students in FY 18 and FY 19. In FY 21, the program will include 20 students. In FY 22, ACHP hopes to raise the number of students in this program to 30.
- 5** Create new opportunities for local HBCU students to work with the ACHP during the school year by adding an annual internship EOFY 21.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Develop measurable marketing and communications campaigns promoting ACHP's work in forwarding diversity in its work and highlighting the experiences of HBCU students in its marketing materials
- 2 Continue outreach efforts to HBCUs that wish to partner with ACHP by providing opportunities for students to be involved in and learn about federal service while pursuing their education goals.
- 3 Create an outreach campaign to HBCU leadership to see if they would welcome presentations from HBCU students who have completed the Preservation in Practice program in order to share their experiences.
- 4 Identify areas in which ACHP could collaborate with HBCUs to advance community engagement through the Preservation in Practice program, fostering student/HBCU/community relationships, and reinvestment in the local economy.

Tactics

- 1 Reach out to currently engaged HBCUs to discuss collaboratively hosted meetings (HBCU community engagement forums) to bring local community leadership into strong partnerships on preservation.
- 2 Feature alumni of the Preservation in Practice program in communications campaigns to raise awareness of the work of the agency.
- 3 Reach out to no fewer than two HBCUs with schools of architecture (or related fields) to see if they are interested in creating a program similar to Preservation in Practice.
- 4 Create new opportunities for local HBCU students to work with the ACHP during the school year.

Points of contact:

John Fowler, executive director • jfowler@achp.gov • 202-517-1480
Susan Glimche, director of communications, education, and outreach • sglimcher@achp.gov • 202-517-1480



U.S. AGENCY FOR
GLOBAL MEDIA

Agency for Global Media

Plan Point of Contact: Karen DuPree
Liaison: Karen DuPree

Agency Mission

The mission of the U.S. Agency for Global Media (USAGM) is to inform, engage, and connect people around the world in support of freedom and democracy.

Agency Goals

- 1 Expand freedom of information and expression.
- 2 Communicate America's democratic experience and values.

HBCU Goals

- 1 Leverage HBCU expertise and talent to assist in the promotion of U.S. public diplomacy.
 -  Education
- 2 Provide HBCU institutions and students with access to the latest broadcasting technology resources and subject matter experts to enhance curriculum and student professional experiences.
 -  Economic Development & Competitiveness

HBCU Metrics

- 1 Establish at least six unpaid internships and four paid fellowships by EOFY 22.
- 2 Establish an agency shadow day by May 2021 to expose HBCU students and professors to the USA GM and its Washington, D.C.-based network, the Voice of America (VOA).
- 3 Support two to three HBCU journalism, public affairs, and/or communications student chapters with speakers and/or technical project support.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Provide access to the latest broadcasting technology resources and subject matter experts to increase the economic development and competitiveness of HBCU students in the area of communications, journalism, public affairs, history, government, international relations, and technology innovation.
- 2** Highlight the expertise of HBCU faculty and students using varied agency initiatives to enhance the continued ideals of cultural competencies in agency broadcasting and administrative functions.

Tactics

- 1** Utilize the VOA experts (Speakers Bureau) two times a year to provide free exposure to policy and technical subject matter experts, including senior executive service personnel, and have a VOA journalist as a visiting lecturer at HBCUs.
- 2** Establish partnerships with at least six HBCU professors in communications, journalism, public affairs, history, government, international relations, and technology innovation to develop strategies to promote USAGM internships and fellowships.
- 3** Cultivate and promote an agency shadow day, offering informational interviewing, hands-on experience opportunities, lectures, and on-the-spot interviews for internships/fellowships.
- 4** Work with agency stakeholders to develop internships and paid fellowships for HBCU students.
- 5** Identify two to three HBCU programs in communications, journalism, public affairs, history, government, international relations, and technology innovation to offer support and expertise.



Agency for International Development

Plan Point of Contact: John Watson

Liaison: Kimberly Ball

Representative: John Watson

Agency Mission

United States Agency for International Development (USAID) is the world's premier international development agency and a catalytic actor driving development results. USAID's work advances U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to recipient self-reliance and resilience.

Agency Goals

- 1** Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation
- 2** Promote healthy, educated, and productive populations in partner countries to drive inclusive and sustainable development, open new markets, and support U.S. prosperity and security objectives
- 3** Promote education exports, such as study in the United States, through student advising centers and other programs, and support American scientists, engineers, and innovators in international settings.
- 4** Help other countries achieve economic and political stability, resilience, and self-reliance through investments in areas such as food and water security, energy security, good governance, health, education, and economic growth by bolstering U.S. security and prosperity.
- 5** Clear host country ownership and priorities, including national or sub-national education plans, and enable targeted investments from development partners.

HBCU Goals

- 1** Consider whether and how HBCUs can be embedded within “international institutions and agreements to open markets” and to “foster investment and innovation to contribute to U.S. job creation.”

 Economic Development & Competitiveness
- 2** Consider whether and how HBCUs can help “promote healthy, educated and productive populations” and help to achieve “at least a minimum proficiency level in reading and math.”

 Education
- 3** Consider whether and how HBCUs can help “central governments or nongovernmental organizations improve fiscal transparency.”

 Academic Research Enterprise
- 4** Consider whether and how HBCUs can help create country development cooperation strategies to address ways to strengthen partner countries’ capacity to further self-reliance.

 Academic Research Enterprise
- 5** Consider whether and how USAID can partner with HBCUs to create strategies to “mobilize support and resources and shape foreign public opinion” and “promote shared goals, leverage resources and utilize expertise for more sustainable results,” to inform the agency HBCU plan.

 Academic Research Enterprise

HBCU Metrics

- 1** Increase grant dollar awards to HBCUs to represent 20 percent of awards to all minority-serving institutions (MSIs) by EOFY 21.
- 2** Increase HBCU engagement with American Schools and Hospitals Abroad by five applications per year by EOFY 22.
- 3** Increase HBCU student applications to the Payne International Development Graduate Fellowship Program by 30 by EOFY22.
- 4** Increase HBCU participation in food security programing by 10 percent by EOFY 22.
- 5** Increase HBCU engagement with American Schools and Hospitals Abroad by five applications per year by EOFY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Provide more active engagement between HBCUs and large research investments, such as the Science, Technology, and Innovation Partnerships and the Innovation Labs.
- 2 Promote the use of language in solicitations that gives favorable consideration for partnerships that include MSIs.
- 3 Collaborate with third-party awardees to raise awareness of HBCU capabilities to enhance opportunities for sub-awards.
- 4 Conduct a comprehensive research study, utilizing RTAC investigators, to understand HBCU barriers to partnership with USAID.

Tactics

- 1 Conduct an MSI summit at USAID Washington to focus on strategic alignments of HBCU capabilities with USAID's development agenda.
- 2 Conduct local summits/large outreach events on HBCU campuses.
- 3 Host quarterly webinar series on program opportunities and successful partnerships stories.
- 4 Increase HBCU engagement with the Development Diplomats in Residence program to assist in building capacity.
- 5 Cooperate with other federal departments and agencies to enhance cooperation with HBCUs directly and through such organizations as the White House Initiative on HBCUs.
- 6 Enhance engagement with the Board for International Food and Agricultural Development, a presidentially appointed agriculture and food security advisory board to USAID, to strengthen HBCU participation.



AmeriCorps

Plan Point of Contact: Lisa K. Bishop

Liaison: Rear Admiral Earl Gay USN (Ret.)

Liaison: Lisa K. Bishop and Lisa Gray

Agency Mission

The mission of the Corporation for National and Community Service (CNCS) — now called AmeriCorps — is to improve lives, strengthen communities, and foster civic engagement through service and volunteering.

Agency Goals

- 1 Align CNCS workforces and workplaces to better serve its customers, meet evolving needs, and ensure efficient use of taxpayer dollars.
- 2 Simplify and strengthen the CNCS brand.
- 3 Take on a more active role in supporting communities of color.
- 4 Simplify and streamline the application process.

HBCU Goals

- 1 Increase the number of HBCU alumni who accept positions with CNCS and AmeriCorps.
 -  Economic Development & Competitiveness
- 2 Increase the number of HBCU students who participate in internships at CNCS to expose them to careers in the federal government and nonprofit sector.
 -  Supplemental Opportunities
- 3 Continue to maximize CNCS resources by leveraging partnerships with other federal agency initiatives, such as the EnVision Centers coordinated by the Department of Housing and Urban Development (HUD).
 -  Economic Development & Competitiveness
- 4 Ensure there are no preventable barriers to grants and resources supporting communities of color.
 -  Supplemental Opportunities

HBCU Metrics

- 1** Host at least three in-person or virtual events promoting careers in public service, including partnering with the Human Capital Cluster, during the National HBCU Conference each year.
- 2** Increase outreach to HBCUs to encourage them to match the Segal AmeriCorps Education Award (Education Award) in some way in the hopes of increasing the usage of Education Awards at HBCUs above the FY 19 amount of \$1,239,549.
- 3** Increase CNCS programmatic investments in HBCUs via grants and VISTA placements above the FY 19 amount of \$477,042.
- 4** Increase awareness of the opportunities for HBCU Competitiveness Scholars, other HBCU students, and HBCU alumni organizations' participation in CNCS's annual days of service each year. Use FY 21 to create baseline metrics.
- 5** Increase HBCU students' and alumni in CNCS's workforce, including serving as interns. Use FY 21 to create baseline metrics.



AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Reconstitute CNCS's internal HBCU workgroup aligned to a new organizational structure for FY 21 to coordinate internal support for HBCUs.
- 2 Assess HBCU's needs related to COVID-19 and to addressing racial injustice that CNCS resources may be able to support.
- 3 Partner with the White House Initiative on HBCUs and other interested agencies to assess HBCU students' and recent alumni's awareness of and interest in careers in public service.
- 4 Develop and disseminate materials on matching Segal AmeriCorps Education Awards to HBCUs.
- 5 Leverage CNCS employees who are also HBCU graduates to reach out to their formal and informal alumni networks to increase awareness of opportunities for partnerships, employment, and internships.

Tactics

- 1 Ensure CNCS representation in White House Initiative in HBCUs' Human Capital Cluster to promote careers in public service and participation in service programs, such as AmeriCorps and Senior Corps.
- 2 Disseminate information about CNCS opportunities for employment, service, funding, and volunteerism via the White House Initiative on HBCUs listserv of 36k+ recipients and the Federal Interagency Work Group.
- 3 Participate in the annual National HBCU Week Conference and other convenings to promote CNCS resources.
- 4 Identify and engage CNCS staff who are HBCU alumni and may want to provide overviews of CNCS to their alma maters as part of amplifying CNCS's refined brand and resources.
- 5 Contact HBCUs that had the largest number of students use Segal AmeriCorps Education Awards to consider matching the awards in some way.



Appalachian Regional Commission

Plan Point of Contact: Mary Moran

Liaison: Jeff Schwartz

Representative: Mary Moran

Agency Mission

Appalachian Regional Commission (ARC) is a regional economic development agency that represents a partnership of federal, state, and local government. The agency's mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia.

Agency Goals

- 1 Economic opportunities — Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.
- 2 Ready workforce — Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachia.
- 3 Critical infrastructure — Invest in critical infrastructure—especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.
- 4 Natural and cultural assets — Strengthen Appalachia's community and economic development potential by leveraging the region's natural and cultural heritage assets.
- 5 Leadership and community capacity — Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

HBCU Goals

- 1 Education and Workforce Development
- 2 Economic Opportunities
- 3 Leadership and Community Capacity

Connection to Framework Priority Areas

HBCU Goal 1



Education

Education, particularly postsecondary education, is a key component of the business and entrepreneurial ecosystem, and often a primary economic driver. Investments by ARC and its partners aim to connect education, workforce, and business interests in a seamless system that prepares the region's young people to succeed in existing and emerging sectors, and creates new opportunities for workers transitioning to new employment. It also connects students with local hospitals and businesses to participate in hands-on experiences before graduation.

In FY 05, ARC implemented a special scholarship initiative for students at HBCUs in the Appalachian region that is anticipated to continue into FY 21 and FY 22. The Joseph L. Palmer Scholarship Fund is made available to a different HBCU annually, rotating among the ARC states that have an eligible HBCU. Since FY 05, grant amounts have increased from \$5,000 to the current level of \$20,000. These funds provide financial assistance to four or more students with financial needs from designated ARC counties chosen by the participating HBCU. The FY 19 grant was awarded to Rust College in Holly Springs, Mississippi, and the FY 20 grant went to Winston-Salem State University in Winston-Salem, North Carolina. The grants for FY 21 and FY 22 have not yet been awarded.

HBCU Goal 2



Economic Development and Competitiveness

ARC's Economic Opportunities projects invest in entrepreneurial and business development strategies that strengthen Appalachia's economy. Institutes of higher education (IHEs), in particular HBCUs, provide key support for entrepreneurial and business development in existing and emerging sectors and can help communities transform their economies. HBCUs are eligible to apply for funding for this activity through their state ARC program offices and by responding to ARC's POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) Initiative request for proposals (RFP). The POWER Initiative supports efforts to create a more vibrant economic future for coal-impacted communities by cultivating economic diversity, enhancing job training and re-employment opportunities, creating jobs in existing or new industries, and attracting new sources of investment.

HBCU Goal 3



Supplemental Opportunities - Leadership and Community Capacity

Faculty, staff, and students from HBCUs and their community partners in the Appalachian region are encouraged to apply to become fellows in the Appalachian Leadership Institute, a comprehensive leadership and economic development training opportunity for people who live and/or work in Appalachia and are passionate about helping their communities thrive. Tuskegee University is a program partner.

HBCU Metrics

ARC is a regional economic development agency representing a unique partnership of federal, state, and local governments. Given the unique nature of the ARC federal/state partnership and the grant making process, ARC is not able to project the number or size of awards or what additional funding, partnership, or contracting opportunities may become available in FY 21 and FY 22, other than those aforementioned.

Over half of all ARC grant funds are allocated to its member states on a formula basis. Within the ARC mission and goals described above, member states identify their own priorities for investment of these funds by ARC within their states. Applications for formula funds are first reviewed by a member state. Those meeting state priorities for investment of ARC funds are then recommended by the governor or his/her designee for funding to the commission. Applications for the POWER Initiative and other programs are shared with the impacted state(s) and reviewed jointly. Applicants for ARC funding define the community's or region's need(s), explain how addressing the need(s) would positively impact the economy, describe the most effective and efficient way to address that need(s), and state how an ARC investment would help them achieve that goal(s).

ARC funding is best suited for the start-up of new, and the expansion of existing, initiatives. Whether applying for ARC formula funds, responding to the POWER Initiative RFP, or seeking other funding, HBCUs serving the ARC region should first reach out to their state ARC program managers to identify state priorities, procedures, and timelines. Colleges and universities increase engagement by first identifying their own priorities for growth and capacity building and then identifying how those areas will further develop and strengthen the economy of the Appalachian region. Requests for funding need to include a plan for how the initiative will be sustained once the ARC grant is complete.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 When funds are made available by ARC through contracts, RFPs, or other means, HBCUs located in Appalachian counties that are eligible to apply for such funds will be informed of the availability of funds and provided with instructions on how to apply. In addition to direct emails and other notifications, ARC will ask the White House Initiative on HBCUs to assist in notifying the eligible HBCUs to increase the likelihood of announcements being read and channeled to the most appropriate party.
- 2 Public-sector agencies and private entities that offer funds or services under grants or contracts from ARC will be required to inform HBCUs located in Appalachian counties that are eligible for such funds or services of their availability and to provide instructions on how to apply or receive them.

- 3 When development related activities, such as proposal writing trainings, are conducted by or sponsored by ARC, HBCUs that are located in Appalachian counties that likely would benefit from such activities will be informed of the availability of the training or other activity and invited to participate. Where relevant, HBCUs will be encouraged to attend these events with community members.
- 4 When ARC begins the process to update its next five-year agency strategic plan, HBCUs will be notified and invited to attend public input sessions to share their thoughts about future ARC funding priorities.

Tactics

- 1 In FY 21 and FY 22, ARC will continue to make available to HBCUs located in the ARC region announcements of funding, nonfunding, partnership, educational, and contractual opportunities. Grant funding opportunities include, but are not limited to, the POWER Initiative.
- 2 ARC will work to directly engage HBCUs in interagency activities and opportunities, such as the Workforce Opportunities for Rural Communities Initiative, funded by the U.S. Department of Labor, within the Appalachian region.
- 3 ARC, including ARC state offices, will continue to alert HBCUs of pre-application technical assistance workshops; agency-sponsored conferences and events; and events hosted by education organizations, such as the Community Colleges of Appalachia and the American Association of Community Colleges.
- 4 ARC will conduct virtual meetings with HBCUs throughout the region to introduce ARC programs to those who are unfamiliar with the agency and to better understand barriers HBCUs are facing during the COVID-19 pandemic.
- 5 ARC will notify HBCUs of RFPs and contractual work that they are eligible to apply for, and any additional opportunities that support special initiatives, regular grant programs, and congressionally mandated interagency partnerships. HBCUs will continue to be notified of all opportunities via newsletters, listservs, webinars, emails, and other targeted communication efforts.
- 6 ARC will continue to engage with HBCUS through the Appalachian Leadership Institute, of which Tuskegee University is a program partner.
- 7 ARC will continue to support scholarships for students attending HBCUs in the Appalachian region through the Joseph L. Palmer Scholarship Fund.



Department of Agriculture

Plan Point of Contact: Michael Dukes
Liaison: Jacqueline Davis-Slay
Representative: Michael Dukes

Agency Mission

The United States Department of Agriculture (USDA) provides leadership on agriculture, food, natural resources, rural infrastructure, nutrition, and related issues through fact-based, data-driven, and customer-focused decisions.

Agency Goals

- 1 Ensure USDA programs are delivered efficiently, effectively, with integrity and a focus on customer service.
- 2 Maximize the ability of American agricultural producers to prosper by feeding and clothing the world.
- 3 Promote American agricultural products and exports.
- 4 Facilitate rural prosperity and economic development.
- 5 Strengthen the stewardship of private lands through technology and research.

HBCU Goals

- 1 USDA will broaden its outreach to HBCUs to increase equal access and opportunities to USDA programs and services.
 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise
- 2 USDA will partner with the 1890 land-grant universities to better serve the communities with a focus on the disadvantaged, limited resource and underserved rural residents.
 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise

- 3** USDA will attract more students into careers in food science, agricultural science, natural resources, and related fields.



Education



Economic Development & Competitiveness



Academic Research Enterprise



Targeted Information Outreach Activities

HBCU Metrics

- 1** USDA will maintain the reestablished USDA/1890 Task Force to ensure dialogue among HBCUs and USDA. USDA agencies and offices will obligate funds to support 55+ USDA/1890 National Scholars in 2020–21 — more than any other year. USDA-Foreign Agriculture Service will increase the fellowship and exchange program awards to HBCUs by up to 10 percent by EOFY 21 and by an additional 5 percent by EOFY 22; USDA-Natural Resources Conservation Service will continue two-year agreements with 5+ 1890 HBCUs for research and extension on campus; USDA-National Agricultural Statistics Service (NASS) will increase its financial commitment to the cooperative agreement with HBCUs by 50 percent by EOFY 22; USDA Food Safety and Inspection Service will increase recruitment interaction with 1890 HBCUs by 25 percent by EOFY 21 Q1; USDA National Institutes of Food and Agriculture (NIFA) will award \$10 million in National 1890 Scholarship funds to 1890 HBCUs by EOFY 20; and USDA Rural Development (RD) will increase spending at HBCU annual events to \$10,000 by EOFY 20.
- 2** USDA will coordinate human resource outreach and recruitment efforts at HBCUs and in the communities in which they are located, including on-site hiring and other hiring-specific events. USDA NIFA will invest \$20.5 million in the 1890 Facilities Program to enhance community and academic facilities; \$6 million through the 1890 Centers of Excellence funding, implementing metrics to trace effectiveness; and \$23 million through the 1890 Capacity Building grant program. USDA-Office of Partnerships and Public Engagement will invest \$19 million in socially disadvantaged farmer and rancher competitive grants; and USDA-RD will increase Pathways Program intern/recent graduate hiring from HBCUs by 10 percent, promoting direct work in program areas related to rural prosperity and economic development.
- 3** USDA will hold 19 virtual AgDiscovery Camps at each of the 1890 HBCUs to enhance participation in and understanding of USDA programs, resources, tools, and education. USDA will increase sponsorship of Minorities in Agriculture, Natural Resources and Related Sciences to \$100,000 by EOFY 20. USDA will encourage on-site hiring at 1890 career fairs and expos and will promote the use of the USDA-Thurgood Marshall College Fund cooperative agreement internship program to increase the number of interns coming from HBCUs by 50 percent in FY 21.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 USDA will review agricultural curriculum and programs available at HBCUs to ensure consistency with USDA and agency strategic plans. USDA will host quarterly meetings with the USDA-1890 Task Force to ensure ongoing dialogue. USDA will leverage agency resources and collaborate with like-minded scientists and researchers to develop solutions to expand the breadth and impact of the research. USDA will develop a strategic outreach plan targeting HBCUs.
- 2 USDA will develop external networking relationships with alumni of HBCUs living and working in and supporting HBCU neighborhoods to ensure equitable access to USDA programs, resources, education, and tools. USDA will host events on HBCU campuses and in HBCU neighborhoods to establish the Community Prosperity Initiative as consistent with the launch of the initiative in October 2018. USDA-NASS will work with HBCUs to increase response rates with underserved communities.
- 3 USDA will heavily recruit students to the USDA-1890 National Scholars Program, ensuring exposure to and experience with USDA agencies in every locality and region. USDA agencies will increase communications, via newsletter and outreach, with HBCUs to increase awareness of employment opportunities and more; and USDA will create a unified recruitment message that communicates USDA culture and speaks directly to potential job applicants through presentations, informational materials, and face-to-face and virtual interactions.

Tactics

- 1 USDA will encourage 100 percent agency involvement with all, not only 1890, HBCUs in applicable grant, research, and funding programs. USDA will encourage 100 percent agency involvement and participation in HBCU career fairs and expos.
- 2 USDA will conduct more regular site visits to grant and funding award recipients in HBCU neighborhoods, at HBCUs, and in socially disadvantaged communities across the country; USDA-NASS will conduct surveys with minority farmers and ranchers to include in their research, including in upcoming Census studies.
- 3 USDA will develop an information package to include criteria needed to start an agricultural study program on campus and will continue to partner with HBCUs, not limited to 1890 HBCUs, to increase the number of participants in the student employment program. USDA will communicate with agency CFOs, COOs, and HR representatives to ensure funding is reserved for USDA-1890 national scholars. USDA will implement internship mentorship opportunities each season where interns can discuss with USDA leadership continued opportunities available to them at USDA. USDA will elevate its USDA liaisons located at minority-serving institutions to encourage student participation in and awareness of opportunities available to them at USDA. USDA will streamline marketing material for all higher education institutions, including HBCU information.

* For more information please see the full USDA Departmental HBCU Competitiveness plan at the Office of Partnerships and Public Engagement website at <https://www.usda.gov/partnerships/other>

Point of contact: Jacqueline Davis-Slay, deputy director, Office of Partnerships and Public Engagement • jacqueline.davis-slay@usda.gov • (202) 720-2032



Department of Commerce

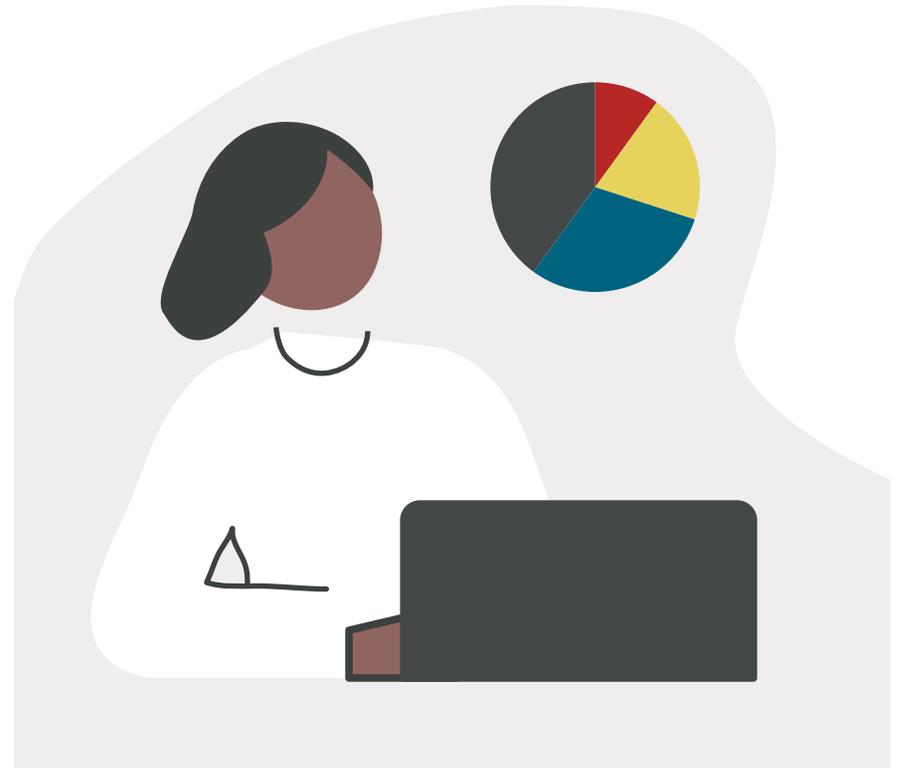
Plan Point of Contact: Joann Hill
Liaison: David J. Byrd
Representative: Joann Hill

Agency Mission

The mission of the Department of Commerce is to create conditions for economic growth and opportunity.

Agency Goals

- 1 Accelerate Leadership – Leverage best practices to attract, recruit, and retain an engaged, diverse, mission-focused, and talented workforce.
- 2 Enhance Job Creation – Advance innovation, promote research, and strengthen the competitiveness of America's manufacturing through partnerships with HBCUs.
- 3 Strengthen U.S. and National Economic Security – Deploy public safety broadband to take advantage of advanced coverage, capacity, and the rapid evolution of advanced communication capabilities.



HBCU Goals

- 1** Increase STEM training and career development opportunities for HBCU students; build a robust suite of programs and partnerships facilitating innovation, commercialization and entrepreneurship among HBCUs; encourage HBCUs and Economic Development Organization interactions using the U.S. Economic Development Administration's (EDA's) Comprehensive Economic Development Strategy (CEDS) guidelines to drive sustainable and inclusive economic development within a region; help HBCUs use EDA's programs and initiatives to play a critical role in fostering regional economic development efforts in communities across the nation, and in a manner that meets the needs of communities most impacted by coronavirus and other economic distress; encourage HBCUs and Economic Development Organization interactions using the EDA's CEDs Guidelines to drive sustainable and inclusive economic development within a region; Encourage HBCUs to bid on MBDA grant competitions for advanced manufacturing, business centers, and other specialty initiatives/projects.

 -  Academic Research Enterprise
 -  Economic Development & Competitiveness
 -  21st Century Infrastructure
- 2** Partner with HBCUs to increase engagement and showcase career opportunities with U.S. Small and Medium Manufacturers; Increase recruitment pipeline of STEM talent and conversions to permanent employment; Develop and optimize targeted retention programs nationwide; Strengthen workforce competencies (i.e. education in diversity, talent, skills, empathy); Leverage eCommerce to support building a futuristic "Student-to-Workforce" pipeline that promotes job creation and retention through public and private sector partnerships; Pilot a Smart HBCU business incubator hub to support start-up to mid-size minority-owned businesses with management and technical assistance in urban and rural areas.

 -  Economic Development & Competitiveness
- 3** Enhance HBCUs role in increasing export and inward foreign direct investment by encouraging their participation in the Americas Competitiveness Exchange.

 -  Economic Development & Competitiveness

HBCU Metrics

- 1 EDA will conduct a series of regional economic development workshops targeted at HBCUs to advise them on how to connect with their local economic development district/ organizations so HBCUs can become a key component in regional economic development planning and strategy; EDA will increase outreach to HBCUs to encourage them to apply to EDAs University Center, Build2Scale, and EDAP grant programs.
- 2 MBDA will ensure that the national network of 107 HBCUs is made aware of its grant competitions on an annual basis and aim to increase cooperative agreements with HBCUs by investing at least \$2 million (contingent upon FY 21 appropriations); implement an inaugural launch of the Smart HBCU Business Incubator Program; and recruit at least 20 HBCU students through its Virtual Student Internship (VIP) Summer Internship Program in FY 21 and FY 22.
- 3 The National Institute of Standards and Technology (NIST) will increase its grant funding to HBCUs by \$5M by EOFY 22 (requires requested FY 21 appropriations), and double the number of HBCU students participating in NIST undergraduate, and graduate research programs by EO FY 22.
- 4 The U.S. Patent and Trademark Office (USPTO) will increase funding to secure HBCU and diversity-targeted contracts and partnerships by 25 percent by FY22; increase its diversity recruitment outreach budget by 25 percent by FY 22; launch two new retention and referral programs by FY22; and expand career growth and advancement programs targeted to underrepresented populations by 10 percent by FY22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 EDA will promote increased engagement of HBCUs and MSIs in regional economic development planning processes, such as CEDS, and will promote this approach through its economic development districts, university centers and in collaboration with national associations that support CEDS processes. EDA aims to issue maps and tools to facilitate increased access by HBCUs to EDA resources. EDA will conduct capacity building workshops in collaboration with HBCUs to increase access to EDA and other complementary federal resources for economic development that can advance local and regional strategies for inclusive, competitive regional economies.
- 2 MBDA will increase collaboration with public- and private-sector entities seeking to strengthen diversity and inclusion programs and initiatives that support HBCUs competitiveness; ensure a balanced approach for the recruitment of future in-person and VIP student internship recruitment, including HBCUs; support reinstating the Paths-to-Government program to recruit current/ recent college graduates from HBCUs; ensure grant competitions are automatically sent to the national network of 107 HBCUs along with invites to pre-application conferences; and ensure active engagement and qualitative and quantitative value are added from the Department of Commerce to support HBCUs.
- 3 NIST will increase outreach to HBCUs to promote learning and research opportunities available at NIST; increase outreach to HBCUs to promote awareness of available funding opportunities; and use opportunities like Manufacturing Day and other events to showcase the capabilities of HBCUs and build connections with the broader community.

- 4 USPTO will strengthen its leadership's readiness and capabilities to better develop, sustain, lead and foster engagement and advocacy in the agency's diverse workforce; leverage the agency's affinity groups to conduct outreach events to its alumni's alma maters and share information and "a day in the life of an examiner" experiences with HBCU candidates; and rely on a balanced approach to enhance analysis, planning, investment, and management of human capital programs to optimize its performance culture with accountability and a focus on results.

Tactics

- 1 EDA will update their CEDS guidelines to include HBCUs and MSIs; EDA will encourage HBCUs to subscribe to the Innovate@EDA newsletter for real-time information pertaining to EDA's grant programs; EDA aims to work with prior Americas Competitiveness Exchange-member HBCUs to catalyze possible innovation, trade, and investment opportunities using HBCUs as regional anchors.
- 2 MBDA will intentionally provide outreach to the national network of 107 HBCUs to promote upcoming grant opportunities and encourage them to bid and participate in pre-application conferences; pilot a Smart HBCU Business Incubator Program to support small and mid-size businesses; expand collaboration with public- and private-sector partners to leverage resources that support HBCUs through programs and initiatives targeted at diversity and inclusion; expand on the Virtual Internship Program (VIP) student internship initiative with HBCUs.
- 3 NIST will partner with HBCU researchers on areas of mutual interest; increase the frequency of joint seminar series and research colloquia between NIST and regional HBCUs.
- 4 USPTO will host its first-ever virtual HBCU summit to connect students to STEM subject matter experts and hiring teams to provide information about externships and full-time job opportunities nationwide; expand its digital recruitment efforts to amplify targeted messaging that connects candidates through shared human experiences to opportunities at the USPTO for both professional and personal success; develop and launch targeted communication plans that underscore the importance of representation in STEM careers; and conduct frequent "find and apply" webinars to inform potential candidates, in detail, of how to navigate the federal application and hiring process and craft federal resumes.



Department of Defense

Plan Point of Contact: Evelyn Kent
Representative: Evelyn Kent

Agency Mission

The Department of Defense's (DoD's) enduring mission is to provide combat-credible military forces needed to deter war and protect the security of our nation. (National Defense Strategy (NDS), 2018, p. 1)

Agency Goals

- 1 Rebuild military readiness and build a more lethal force. (NDS, p. 5; National Defense Business Operations Plan [NDBOP], 2018, p. 8)
- 2 Strengthen alliances and attract new partners. (NDS, p. 5; NDBOP, p. 17)
- 3 Reform the Department for greater performance and affordability. (NDS, p. 10; NDBOP, p. 19)

HBCU Goals

- 1 Increase efforts to include HBCUs and minority-serving institutions (HBCUs/MSIs) in ongoing research and education programs and activities for which institutions of higher education, in general, are the eligible entities. (DoD Strategy for Engagement with HBCUs/MSIs, 2016, p. 2; FY18 DoD Actions to Strengthen the Capacity of HBCU to Compete for Federal and Private Sector Opportunities, 2018, p. 4) Note: Based on the scope and implementation approach of DoD HBCU/MSI programs, the Department does not have individual initiatives related to each category of MSIs. Therefore, this plan will address HBCUs as well as MSIs when the text requires both.



Education



21st Century Infrastructure



Economic Development & Competitiveness

2 Increase the visibility of DoD programs and activities among HBCU/MSIs and their students. (DoD Strategy for Engagement with HBCUs/MSIs, 2016, p. 2; FY18 DoD Actions to Strengthen the Capacity of HBCU to Compete for Federal and Private Sector Opportunities, 2018, p. 4)



21st Century Infrastructure



Academic Research Enterprise

3 Re-emphasize the need to include HBCU/MSI faculty and students in DoD research and education activities. (DoD Strategy for Engagement with HBCUs/MSIs, 2016, p. 2; FY18 DoD Actions to Strengthen the Capacity of HBCU to Compete for Federal and Private Sector Opportunities, 2018, p. 4)



Academic Research Enterprise

4 Ensure HBCU/MSIs and their faculty and students are mentored. (DoD Strategy for Engagement with HBCUs/MSIs, 2016, p. 2; FY18 DoD Actions to Strengthen the Capacity of HBCU to Compete for Federal and Private Sector Opportunities, 2018, p. 4)



Education



Economic Development & Competitiveness



Academic Research Enterprise

5 Foster workforce diversity and encourage underrepresented minorities to pursue STEM disciplines important to national defense. (FY18 DoD Actions to Strengthen the Capacity of HBCU to Compete for Federal and Private Sector Opportunities, 2018, p. 4)



Education



Economic Development & Competitiveness



Academic Research Enterprise

HBCU Metrics

- 1** Increase the number of white papers and formal proposals submitted by HBCUs/MSIs by 10 percent by EOFY 22.
- 2** Increase the number of students and faculty participating in DoD programs by 20 percent by EOFY 22.
- 3** Increase the number of centers of excellence focused on DoD science and technology priority areas by 40 percent by EOFY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Showcase the research interests and capabilities of HBCU/MSIs.
- 2 Develop a greater web presence, including the use of social media and posting of DoD funding opportunities and other activities at other agencies' websites.
- 3 Target students at HBCU/MSIs for inclusion in research and education activities or internships at DoD laboratories.
- 4 Promote mentoring opportunities within HBCU/MSIs and between HBCU/MSIs and other nonfederal research organizations.
- 5 Build on the successes of the cooperative agreements supporting centers of excellence at HBCU/MSIs.

Tactics

- 1 Conduct an annual webinar for HBCU/MSIs to (1) provide specific information about the programs/initiatives for which HBCU/MSIs are eligible as institutions of higher education, and (2) explain the white paper process and other parts of the DoD business process.
- 2 Increase efforts to broaden the base of HBCU/MSIs participating in activities supported under 10 USC §2362.
- 3 Increase outreach to HBCU/MSIs and their students through other federal agencies' programs and nonfederal organizations.
- 4 Expand research opportunities at DoD laboratories for HBCU/MSI faculty and students.
- 5 Increase opportunities for HBCU/MSI faculty and administrators to gain an understanding of DoD operations and processes.
- 6 Require HBCU/MSIs to address in applications they submit for research projects under 10 USC §2362 their plans for mentoring students and, for those receiving awards, report annually on their mentoring activities.
- 7 Establish formal mentoring agreements for students participating in research and education activities at DoD laboratories.
- 8 Provide a forum for students participating in sponsored research projects or research at DoD laboratories to showcase their accomplishments.

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Department of Education

Plan Point of Contact: Christopher McCaghren
Liaison: Christopher McCaghren

Agency Mission

The U.S. Department of Education's (ED's) mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.

Agency Goals

- 1 Support state and local efforts to improve learning outcomes for all P-12 students in every community.
- 2 Expand postsecondary educational opportunities, improve outcomes to foster economic opportunity and promote an informed, thoughtful, and productive citizenry.
- 3 Strengthen the quality, accessibility and use of education data through better management, increased privacy protections and transparency.
- 4 Reform the effectiveness, efficiency, and accountability of the Department.

HBCU Goals

- 1 Support HBCUs, students, parents, and communities to increase access to and completion of college, lifelong learning opportunities, and career, technical and adult education, including the development of innovative and affordable paths to postsecondary credentials.

 Education

 Economic Development & Competitiveness

- 2 Support HBCUs in identifying and using evidence-based strategies or other promising practices to improve educational opportunities and successfully prepare individuals to compete in the global economy.

 Education

 Economic Development & Competitiveness

 Academic Research Enterprise

- 3** Provide regulatory relief to HBCU's and reduce burden by identifying time-consuming regulations, processes and policies and working to improve or eliminate them while continuing to protect taxpayers from waste and abuse.



Education



Supplemental Opportunities

- 4** Prepare HBCU students for successful transitions to college and careers by supporting access to dual enrollment, job skills development, and high-quality science, technology, engineering, and mathematics (STEM) opportunities.



Education



Economic Development & Competitiveness

- 5** Increase access to, and use of, education data to help HBCUs make informed decisions.



Education



Academic Research Enterprise

HBCU Metrics

- 1** Increase grant applications from HBCU's by 7 percent by EOFY 22.
- 2** Dependent on applications received and budget appropriations, increase annual grantmaking and capital finance resources to HBCUs by 5 percent by EOFY 22.
- 3** Decrease regulatory and sub-regulatory burdens on HBCUs by 5 percent by EOFY 22.
- 4** Increase public/private partnership opportunities for HBCU's, fostering at least four new opportunities by EOFY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Increase communication and outreach efforts to raise awareness among HBCUs of new and existing grant opportunities.
- 2** Increase efforts to recruit new peer-review panelists that are affiliated with HBCUs or have strong knowledge of HBCUs.
- 3** Continue to identify and reform and/or eliminate time-consuming regulations, processes, and policies.
- 4** Incorporate the Department's data experts and evidence-based practices into a new series of workshops for HBCUs.
- 5** Utilize new and existing resources to help HBCUs develop new public/private partnership opportunities for their students, graduates, faculty, and staff.

Tactics

- 1 Expand communication efforts by making direct and regular contact with HBCU senior leadership and grantmaking workforce, including through emails, phone calls, and social media outreach.
- 2 Create a new section in ED's quarterly newsletter to grantees that focuses on successes in grant administration at HBCUs.
- 3 Specifically target faculty and staff at HBCUs for recruitment as peer review panelists.
- 4 Convene senior leadership and applicable trade associations at either the HBCU annual conference or other relative gatherings to identify and discuss burdensome and/or time-consuming regulations (and sub-regulatory items) that need to be addressed.
- 5 Provide at least four workshops to HBCUs focused on best practices in the use of data in grantmaking and other institutional efforts (perhaps in concert with other grantmaking agencies) by EOFY 22.
- 6 Provide detailed feedback to HBCUs on successful and unsuccessful grant applications, when requested, to ensure the opportunity for continuous improvement.
- 7 Send directed correspondence to HBCUs when new or renewed grant opportunities are made available.
- 8 Continue to provide detailed guidance and support to HBCUs regarding use of funds, reporting requirements, and other applicable rules and regulations.
- 9 Work closely with HBCUs to foster and advertise available internships and employment opportunities for their students and graduates at the Department of Education, as well as interagency collaboration (current partnerships include the U.S. Air Force Research Laboratory).
- 10 Provide HBCU faculty professional development opportunities by connecting them with new and emerging fields of study (current fields of study include robotic process automation via a partnership with UiPath, Inc.).



Department of Energy

Plan Point of Contact: Trina Bilal

Liaison: James Campos

Representative: Trina Bilal

Agency Mission

The U.S. Department of Energy's (DOE's) mission is to advance energy independence, scientific research, and U.S. national security through transformative science and technology innovation that promotes affordable and reliable energy through market solutions, and meets nuclear security and environmental cleanup challenges.

Agency Goals

- 1 Promote American energy dominance.
- 2 Advance science discovery and national laboratory innovation.
- 3 Ensure America's nuclear security.
- 4 Advance national nuclear waste management.
- 5 Enhance cybersecurity across the U.S. energy sector and DOE infrastructure.

HBCU Goals

- 1 Strengthen and expand MSI STEM educational and/or research capacity in DOE mission areas.
 -  Education
 -  Academic Research Enterprise
- 2 Increase the number of minority students who graduate with STEM degrees.
 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise

- 3** Develop pathways for MSI, including HBCU, students to connect with DOE and energy sector employers to seek out internships and career opportunities.

-  Education
-  Economic Development & Competitiveness
-  Academic Research Enterprise

- 4** Target collaborations between MSIs, including HBCUs, and the DOE enterprise that increase the ability of these institutions to have direct access to DOE STEM resources and to compete for federal and private opportunities on a broader scale.

-  Education
-  Economic Development & Competitiveness
-  Academic Research Enterprise

HBCU Metrics

- 1** Maintain existing HBCU partnerships through consortia and increase grant making opportunities through future funding opportunity announcements by EOFY 23.
- 2** Increase university and National Nuclear Security Administration lab/plant partnerships by two by EOFY 22.
- 3** Increase the number of MSI students who graduate with STEM degrees and complete internships/fellowships or other development and enrichment activities within the nuclear and energy efficiency/renewable energy enterprise by EOFY 22.
- 4** Increase the number of MSI students hired into the nuclear enterprise by 5 percent by EOFY 22.
- 5** Increase outreach efforts to HBCUs for recruitment of MSI faculty and students to the Office of Science's sponsored research internship programs at the DOE national laboratories.



AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Offer educational and experiential learning opportunities through DOE programs, including, but not limited, to the Minority Education Institution Student Partnership Program, the Mickey Leland Energy Fellowship, and the Minority Serving Institutions Partnership Program, with tracking and annual reporting to assess program effectiveness.
- 2 Provide and promote opportunities for MSIs, including HBCUs, to foster private sector participation and engagement in fossil energy-related programs; and to provide a forum to facilitate technology transfer, strengthen educational training, and develop/enhance the research infrastructure capabilities of MSIs, including HBCUs.
- 3 Track HBCU applicants to the Office of Science's research funding opportunities announcements and subsequent awards.
- 4 Design and implement innovative and inclusive energy efficiency and renewable energy (EERE) competitions to increase participation by HBCU teams.
- 5 Track faculty and student applicants from HBCUs to the Office of Science's sponsored research internship programs at DOE national laboratories.

Tactics

- 1 Release future funding opportunity announcements.
- 2 Conduct an HBCU "roadshow" and host virtual rotating brown bags with HBCU energy managers/professors and STEM students to build program awareness.
- 3 Organize a Nuclear Security Enterprise Day at an HBCU.
- 4 Develop partnerships with HBCU engineering and science schools, including through the PRISM Collaborative, to explore, increase and sustain HBCU engagement in EERE programs, including peer reviews.
- 5 Increase direct advertisements to MSIs, including HBCUs, regarding the Office of Science's funding and STEM research opportunities.
- 6 Increase funding for outreach proposals to recruit participants from MSIs, including HBCUs, to the Office of Science's STEM training programs at DOE national laboratories; and identify outreach strategies that are more effective than others.
- 7 Identify opportunities to leverage the National Science Foundation INCLUDES Network to foster partnerships between MSIs, including HBCUs, and the DOE national laboratories.
- 8 Secure EERE's participation in at least one HBCU-focused fellowship program (e.g., National GEM Consortium) in addition to working with existing fellowship programs on inclusiveness.
- 9 Identify opportunities to collaborate with other federal programs sponsoring HBCU programs, projects, and initiatives.



Department of Health and Human Services

Plan Point of Contact: Sandra Howard
Liaison: RADM Felicia Collins
Representative: Sandra Howard

Agency Mission

The mission of the U.S. Department of Health and Human Services (HHS) is to enhance the health and well-being of all Americans, by providing for effective health and human services and by fostering sound, sustained advances in the sciences underlying medicine, public health, and social services.

Agency Goals

- 1 Reform, strengthen, and modernize the nation's healthcare system.
- 2 Protect the health of Americans where they live, learn, work, and play.
- 3 Strengthen the economic and social well-being of Americans across the lifespan.
- 4 Foster sound, sustained advances in the sciences.
- 5 Promote effective and efficient management and stewardship.



HBCU Goals

1 Work in partnership with organizations, such as academic institutions (including HBCUs), to strengthen and expand the healthcare workforce to meet America's diverse needs. At a national level, by 2025, demand is expected to exceed supply for several critical health professions, including primary care practitioners, geriatricians, dentists, and behavioral health providers, including psychiatrists, mental health and substance abuse social workers, mental health and substance use disorder counselors, and marriage and family therapists. At a state level, the picture is more complex, with some states projected to experience greater deficits in certain healthcare occupations. For example, rural areas experience greater shortages in the oral and behavioral health workforces. HHS works in close partnership with academic institutions, advisory committees, research centers, and primary care offices. These collaborations help HHS make informed decisions on policy and program planning to strengthen and expand the workforce.



Education



Supplemental Opportunities

(Healthcare and Targeted Informational Outreach Activities)

2 Empower people to make informed choices for healthier living. By supporting healthy choices and expanding access to healthier living supports, HHS is helping to curb threats to public health, promote a healthier population, and avoid the economic and human costs of poor health. HHS is working with partners to help people and communities take steps to identify and address priority health issues. The Department supports a series of programs and initiatives aimed at improving nutrition; increasing physical activity; reducing environmental hazards; increasing access to preventive services; and reducing the use of tobacco, alcohol, and illicit drugs and prescription drug abuse. These outcomes are achieved through culturally competent and linguistically appropriate health education, services, and supports made possible through strategic partnerships, including partnerships with academic institutions and community based organizations.



Education



Economic Development & Competitiveness



Supplemental Opportunities (Healthcare)

3 Expand the capacity of the scientific workforce and infrastructure to support innovative research. Through various initiatives and programs, HHS recruits and trains students, recent graduates, and other professionals to conduct rigorous and reproducible research. HHS provides research training and career development opportunities to ensure that highly trained investigators will be available across the range of scientific disciplines necessary to address the nation’s biomedical and scientific research needs.

-  Education
-  Economic Development & Competitiveness
-  Academic Research Enterprise
-  Supplemental Opportunities
(Healthcare and Targeted Informational Outreach Activities)

4 Advance basic science knowledge and conduct applied prevention and treatment research to improve health and development. Basic science and applied prevention and treatment research are critical not just to the American economy, but also to quality of life. For nearly every strategic objective in the strategic plan, HHS is conducting, supporting, or funding research to expand its knowledge about how to achieve positive outcomes—to improve health and well-being and extend quality of life. Partnerships with the private sector, academia, and governments at the federal, state, tribal, local, and international levels are critical to success in this objective.

-  Education
-  Economic Development & Competitiveness
-  Academic Research Enterprise
-  Supplemental Opportunities
(Healthcare and Targeted Informational Outreach Activities)

5 Recruit, hire, and retain talent with STEM (science, technology, engineering, and math) skills. Targeted recruitment efforts, including from HBCUs, will become more important as mission-critical positions are vacated by current HHS staff, and competition from private industry for new employees continues to be a challenge to recruitment efforts.

-  Economic Development & Competitiveness
-  Supplemental Opportunities
(Healthcare and Targeted Informational Outreach Activities)

HBCU Metrics

- 1 The Centers for Disease Control and Prevention (CDC) will increase the proportion of HBCU students participating in its internship, fellowship, and training programs by 5 percent by 2022.
- 2 The Health Resources and Services Administration (HRSA) will increase by five the number of HBCU health professions pipeline program grantees through the development of strategic partnerships with HBCUs by FY 22.
- 3 The National Institutes of Health (NIH) will increase HBCU representation in the acquisition award portfolio from <1 percent to 5 percent by FY 25.
- 4 The Agency for Healthcare Research and Quality will increase outreach to 10 HBCUs per year to support and form research collaborations between HBCU and research staff by the end of FY 21. The Substance Abuse and Mental Health Services Administration (SAMHSA) will increase the number of grants made to HBCUs by 5 percent by the end of FY 22. CDC will increase the proportion of projects supporting HBCU service as anchor institutions by 5 percent by 2022.
- 5 The Food and Drug Administration will expand its efforts to build and diversify its workforce to achieve the following by 2022:
 - Offer health equity experiential training and education opportunities to at least four HBCU students in pharmacy and other disciplines.
 - Increase HBCU targeted partnership outreach under the College Women's Campaign by reaching out to at least five new HBCU partners.
 - Establish collaborative relationships with HBCU engineering programs to increase recruitment and outreach efforts by 50 percent.
 - Advertise at least 50 percent of Center for Devices and Radiological Health open to the public vacancy announcements at HBCU career centers or employment websites.
 - Increase HBCU recruitment and outreach to veterinary schools.
 - Increase promotion of Center for Tobacco Products job opportunities to HBCUs by 25 percent over FY 20 outreach levels.
 - Develop five HBCU strategic partnerships.
 - Increase presence and conduct outreach at HBCU career fairs, networking events, and recruitment events by 20 percent.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Support efforts to strengthen and diversify the science and public health career pipeline. For example, CDC will strengthen its connection to HBCUs within the CDC professional pipeline for developing public health leaders. NIH will support current and novel institutional-level programs at institutions that have a historical and current commitment to educating underrepresented students and at less research-intensive institutions to enhance the ability of these programs to recruit, train, and retain underrepresented populations in the biomedical research workforce.
- 2** Promote opportunities for leadership and skills development. For example, HRSA will provide funding in support of four HBCU medical schools to implement interventions and leverage experiences mitigating health issues and addressing the HIV pandemic in several African countries in order to address critical health needs and expand access to services. These interventions build directly on their U.S.-based experience. CDC will support efforts to build HBCU collaborative leadership of local public health practice efforts, such as research, capacity building, and capability-enhancement activities.
- 3** Increase marketing and awareness of grant opportunities. For example, SAMHSA will promote grant opportunities for the prevention and treatment of mental and substance abuse disorders, for which HBCUs are eligible. NIH will continue its support of programs to enhance institutional capacity for minority health and health disparities research.
- 4** Support targeted efforts to increase HBCU participation in acquisitions activities. Enhance the NIH Path to Excellence and Innovation (PEI) Program by launching and measuring the impact of the (1) PEI acquisition curriculum; and (2) NIH PEI database, a knowledge-sharing and real-time assistance database (see page 2, <https://www.whitehouse.gov/wp-content/uploads/2020/07/M-20-28.pdf>).
- 5** Offer health equity experiential training and education opportunities to strengthen and diversify the healthcare workforce, including the HHS workforce.



Tactics

- 1** CDC will develop and expand programmatic partnership(s) with HBCUs (via such programs as the CDC Undergraduate Public Health Scholars Program) to increase opportunities for HBCU students to benefit from internship, fellowship, and training opportunities at CDC.
- 2** HRSA will encourage its Bureau of Health Workforce Diversity program grantees (e.g., area health education centers, centers of excellence, Health Careers Opportunity Program and Scholarship for Disadvantaged Students) to reach out to the HBCUs in their geographic area or region for possible collaborative opportunities that would take place at least once a year. These opportunities may include, but are not limited, to the following: community-based trainings, research and publications, participation in academic summer programs, and scholarship opportunities.
- 3** SAMHSA will utilize its HBCU Center for Excellence in Behavioral Health (HBCU-CFE) to increase cooperation with programs to promote careers in substance use/mental disorders treatment in order to increase the number of practitioners competent to work in racially and ethnically diverse communities.
- 4** CDC intends to develop a partnership(s) with HBCUs to build a research agenda and focus on filling critical data gaps on race and ethnicity, establishing a new national clearinghouse for aggregating health care data on race and ethnicity from multiple internal (e.g., National Center for Health Statistics) and external data sources.
- 5** CDC will work with universities funded through the Prevention Research Centers Program (including a currently funded HBCU) to promote networking, collaboration, and partnership activities with HBCUs across the United States to advance applied prevention and treatment research to improve health and development and increase competitiveness for future opportunities.
- 6** SAMHSA will utilize its HBCU-CFE to disseminate information about funding announcements to its networks of HBCUs.
- 7** NIH will promote and launch the second PEI cohort in FY 21, which will include at least five additional procurement-ready HBCUs.
- 8** NIH will create and maintain a public-facing repository of digital resources relevant to HBCUs and federal contracting. NIH will also continue to coordinate HBCU industry days, matchmaking sessions, and training webinars to encourage HBCU participation in NIH acquisitions.
- 9** HRSA's Office of Global Health, as an implementing agency of the President's Emergency Plan for AIDS Relief, expects to receive \$11 million in the next two fiscal years from the State Department's Office of the Global AIDS Coordinator (pending availability of funding) to support a cooperative agreement with HBCUs. CDC will continue to support the collaborative efforts of its Division of STD Prevention, Division of HIV/AIDS Prevention (as part of their Let's Stop HIV Together Campaign), HBCUs and others in critical tasks that would provide STD/STI and HIV prevention training on HBCU campuses. The effort will also provide companion STD/STI and HIV prevention training in communities surrounding the HBCU campuses.

10 HHS agencies will continue to partner to support Pathways to Public Service. The partnership comprises five HHS agencies that conduct outreach and recruitment to HBCUs and MSIs to educate students on the Pathways programs and on applying to federal jobs. This partnership serves to promote HHS's mission of enhancing and protecting the health and well-being of all Americans by recruiting a number of diverse and qualified candidates to become the next generation of public servants providing effective health and human services and fostering advances in medicine, public health, and social services through internship and entry-level positions. To date, this joint effort has conducted outreach to 797 students and 12 HBCUs and MSIs. The list of institutions reached in FY 19 and FY 20 include:

- Clayton State University
- Mercer University
- Atlanta University Center (Morehouse College, Spelman College, and Clark Atlanta University)
- Trinity University (San Antonio)
- Tuskegee University
- Morgan State University
- Tennessee State University
- Central Intercollegiate Athletic Association Career Expo
- Texas Southern University
- Johnson C. Smith University
- North Carolina A&T State University
- Charles R. Drew University and University of South Carolina



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Homeland Security

Department of Homeland Security

Plan Point of Contact: Veronica Venture
Liaison: Veronica Venture
Representative: Michelle McGriff

Agency Mission

With honor and integrity, we will safeguard the American people, our Homeland, and our values. In doing so, the Department of Homeland Security (DHS) champions “relentless resilience” for all threats and hazards; reduces the nation’s risk to homeland security dangers; promotes citizen engagement and strengthens and expands trusted partnerships; upholds privacy, transparency, civil rights, and civil liberties; and ensures mission-driven management and integration.

Agency Goals

- 1 Counter terrorism and homeland threats.
- 2 Secure U.S. borders and sovereignty.
- 3 Secure cyberspace and critical infrastructure.
- 4 Strengthen preparedness and resilience.
- 5 Champion the DHS workforce and strengthen the Department.

Defined HBCU Goals

- 1 Improve engagement with HBCUs, including branding and marketing.
 -  Education
- 2 Increase the HBCU pipeline of talent.
 -  Education
- 3 Increase grant opportunities and resource assistance to HBCUs.
 -  21st Century Infrastructure
 -  Academic Research Enterprise

- 4** Ensure diverse populations, including HBCUs, are informed of employment and engagement opportunities with DHS.



Education



Academic Research Enterprise

- 5** Improve STEM educational capabilities by providing opportunities to conduct research and development on improving the science and technologies required to counter weapons of mass destruction.



Academic Research Enterprise

HBCU Metrics

- 1** U.S. Customs and Border Protection plans to complete at least 40 HBCU outreach events per quarter.
- 2** U.S. Immigration and Customs Enforcement (ICE) plans to post ICE student and entry level jobs to 50 HBCU job boards.
- 3** The U. S. Secret Service plans to conduct information sessions and host career fairs at 20 percent of the nation's HBCUs.
- 4** At U.S. Citizenship and Immigration Services (USCIS), HBCU students will make up at least 8 percent of all Pathways interns.
- 5** Science and Technology (S&T) Directorate plans to make three to six service level agreement awards available for DHS priority research needs, including emergency management, border security, cybersecurity, counterterrorism, countering weapons of mass destruction, forensics, and related areas to HBCUs.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Provide Department-level support for Component outreach and recruitment efforts at HBCUs.
- 2** Increase DHS presence by promoting engagement in college and university activities at HBCUs.
- 3** Focus recruiting efforts at HBCUs and promote DHS and component agencies as employers of choice.
- 4** Establish ongoing research programs.
- 5** Use internship programs, such as the Pathways Program and DHS Component-specific internship programs.

Tactics

- 1** The Department plans to convene component HBCU program representatives periodically to monitor component efforts, share best practices, and identify opportunities to leverage resources and avoid duplication.
- 2** The Department plans to organize regional multi-component recruiting, outreach, and engagement events (Hampton, Virginia, organized and led an event at the Department level involving S&T, Office of the Chief Human Capital Officer, Office for Civil Rights and Civil Liberties, and other DHS components and program offices that was postponed due to the COVID-19 pandemic. Future regional events are to be determined).

- 3** DHS will participate in HBCU-sponsored recruiting and outreach opportunities, events, and tours, including career fairs and on-campus career orientations; host a series of Department-wide webinars, which target qualified candidates to fill mission critical occupations; and conduct other awareness activities to inform students, faculty, staff, and alumni; provide department-wide mission and organizational briefings to potential candidates; provide participants valuable information and training on federal resume building and the USAJOBS application process; and provide candidates information on current job opportunities, recruiting, and outreach activities. This will also include exploring opportunities to highlight DHS's mission and student opportunities at HBCU-related conferences as a sponsor, advertiser, exhibitor, or contributor to presentations to students.
- 4** DHS will work with HBCUs, when invited, to participate in and disseminate information about public policy forums, lectures, presentations, conferences, national level exercises, trainings, and other events at HBCUs.
- 5** DHS has developed a student programs memorandum of understanding (MOU) to expand outreach and recruitment of students and recent graduates at institutions of higher education associations and minority-serving institutions for DHS opportunities, including, but not limited to, internships, fellowships, and temporary and permanent federal employment.
- 6** S&T will develop a Summer Research Teams Program for faculty and students; partner with the Minority Serving Research and Development Consortium; and make three to six service level agreement awards available for DHS priority research needs, including emergency management, border security, cybersecurity, counterterrorism, countering weapons of mass destruction, forensics, and related areas.
- 7** The Federal Emergency Management Agency (FEMA) plans to select two HBCUs and provide them with technical assistance and financial support for disaster preparedness training projects and execute one cooperative agreement to study a FEMA-selected disaster issue.
- 8** The Federal Law Enforcement Training Centers (FLETC) will encourage students to apply for FLETC's 12-week internship program. FLETC will provide job announcements for non-law enforcement full-time and student intern positions. Due to COVID-19, the 12-week College Internship Program recruitment has been placed on hold. FLETC looks to reinstate this recruitment plan for FY 21 and will continue using social media outlets, such as Facebook, Twitter, and Instagram, to share job announcements and promote other career opportunities at FLETC.
- 9** USCIS will increase its engagement with HBCUs by donating \$150,000 worth of computers to HBCUs and conducting ten partnership meetings with HBCU chancellors and presidents.
- 10** U.S. Coast Guard (USCG) will host a virtual HBCU Summit in October 2020, inviting eight HBCUs in the North Carolina and South Carolina markets. The summit engaged in collaborative open discussions in order to identify and understand existing barriers of the MSI community. This unique engagement informed leaders and stakeholders of the robust leadership and developmental opportunities within the USCG, as well as the rich education and alliance opportunities at nearby world-class colleges.



Department of Housing and Urban Development

Plan Point of Contact: Ophelia Wilson and Christopher Bourne
Liaison: Christopher Bourne
Representative: Ophelia Wilson

Agency Mission

The U.S. Department of Housing and Urban Development's (HUD's) mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination, and transform the way HUD does business.

Agency Goals

- 1 Promote economic opportunity.
- 2 Enhance and reform rental assistance programs.
- 3 Reduce the average length of homelessness.
- 4 Support sustainable homeownership and financial viability.
- 5 Remove lead-based hazards and other health risks from homes.

HBCU Goals

- 1 Increase participation of HBCUs in HUD grant programs and cooperative agreements as grantees and partners.
 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise
- 2 Increase strategic engagement with HBCUs and enhance their capacity as anchor institutions within their communities.
 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise

- 3** Establish departmental engagement with HBCUs to increase internship opportunities.



Education



Academic Research Enterprise

- 4** Increase HBCU engagement with community planning and development entities to enhance their role as anchor institutions within their communities.



Economic Development & Competitiveness

HBCU Metrics

- 1** Increase HBCU participation in HUD research grant opportunities by establishing a baseline of three participating HBCUs by the end of FY 22.
- 2** Increase HBCU participation in other HUD grant opportunities by establishing a baseline of three participating HBCUs by the end of FY 22.
- 3** Create and fill with students from HBCUs 10 paid internship positions across HUD by the end of FY 22.
- 4** Increase headquarters and regional administrator engagement with HBCUs by 15 percent by the end of FY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Award preference points for HBCUs and organizations partnering with HBCUs to encourage applicants and incentivize partnerships.
- 2** Reduce the matching requirement of the Research Partnerships Program from 50 percent to 25 percent.
- 3** Develop a strategic engagement plan to ensure engagement with HBCUs and HBCU advocacy organizations and affinity groups by HUD senior leaders and regional administrators.
- 4** Identify high-impact internship opportunities within core programmatic areas of the department.

Tactics

- 1 Encourage HBCU participation in the Research Partnerships Program.
- 2 Engage advocacy organizations and affinity groups to share information with HBCUs.
- 3 Participate in HBCU Week.
- 4 Participate in such events as the HBCU Fly-In.
- 5 Develop flyers and informational materials for distribution at events and to HBCUs to increase awareness of HUD and its mission and functions.
- 6 Use the Pathways Program to promote fellowship and internship opportunities for HBCU students.
- 7 Collaborate with HBCU career counseling offices to find qualified applicants for internships.
- 8 Provide technical assistance to HBCUs to help them successfully apply for HUD grant and cooperative agreement opportunities.
- 9 Provide technical assistance to HBCUs to help them successfully participate in community development planning with local planning and development entities.

Points of contact:

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Department of Interior

Plan Point of Contact: Acquanetta Newson
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Representative: Acquanetta Newson

Agency Mission

The Department of the Interior (DOI) conserves and manages the nation's natural resources and cultural heritage for the benefit and enjoyment of the American people and honors the Nation's trust responsibilities or individual commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper. It provides approximately 20 percent of the nation's energy and supplies 15 percent of the nation's hydropower energy and upholds federal trust responsibilities to 573 federally recognized Indian Tribes, Alaska Native communities, and insular areas.

Agency Goals

- 1** Mission Area 1 – Conserving the nation's land and water: Goal #1: Utilize science in land, water, species, and habitat management for decisions and activities.
- 2** Mission Area 1 – Conserving the nation's land and water: Goal #3: Foster partnerships to achieve balanced stewardship and use of public lands
- 3** Mission Area 1 – Conserving the nation's land and water: Goal #4: Inform land use planning processes especially for public use and access
- 4** Mission Area 2 – Generating revenue and utilizing the nation's natural resources: Goal #1: Ensure energy and economic security for America
- 5** Mission Area 6 – Modernizing DOI organization and infrastructure for the next 100 years: Goal #1: Align DOI organization structure and workforce to improve partnership engagement and mission delivery.

HBCU Goals

- 1** Work collaboratively with bureaus and other relevant offices within DOI to establish opportunities for the HBCU community to assist with utilizing the best available scientific data, tools, techniques, and analyses to maintain and restore lands and waters and ensure that habitats support healthy fish and wildlife populations.



Education

The Office of the Secretary, Civil Rights Program will collaborate with the bureaus in exploring opportunities to connect HBCU students to conduct reliable and scientific research for DOI projects

- 2 Create strategies that foster innovation and investment of the HBCU community into caring for and managing the natural, historical, cultural, and physical resources across the Department of Interior's 480 million surface acres of public lands. This can be especially beneficial for national park units, national wildlife refuges, wildlife management areas, and national conservation lands. Examples include, but are not limited to, National Park Service coordination of the Cooperative Ecosystem Studies Unit national network for research, technical assistance, education, and capacity building, as well as administration of the Rivers, Trails, and Conservation Assistance and National Natural Landmarks programs to support conservation and recreation.



Economic Development & Competitiveness

Create opportunities for HBCUs to connect with DOI grants and contracting offices to receive technical assistance in writing proposals for grants and cooperative agreements that will provide capacity building and research and development opportunities and promote community prosperity.

- 3 Establish a collaborative partnership between the HBCU community and DOI to assess not only land-use planning processes for public access and use of DOI lands but also to inform land use planning with mapping and land imaging.
- 4 Explore partnerships between the HBCU community and relevant bureaus within DOI to develop and create strategies that will help to promote safe and robust oil, gas, coal, and renewable energy resource development.
- 5 Establish relationships between DOI recruiters and HBCU career offices to explore ways in which the HBCU community can help the DOI improve its outreach and recruitment efforts.

HBCU Metrics

- 1 Seek to increase the annual number of agency contracts, grants, and cooperative agreements, or any other form of investment.
- 2 Seek to increase annual funding for agency contracts, grants, and cooperative agreements, or any other form of investment.
- 3 Seek to increase annual partnerships to impact HBCU goals.



AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 DOI bureaus and offices will expound on existing memorandums of understanding to create new opportunities with HBCUs to promote the Pathways Program and other fellowship programs as vehicles for student internships and full-time positions.
- 2 Explore contracting options to create incentives for HBCU partnerships. Create an annual DOI training plan for the HBCU community on Grants.gov for opportunities.
- 3 Conduct outreach and visits to HBCUs focused on how HBCUs help to improve regional, state, and U.S. competitiveness. This focus could include, but not be limited to, student access, retention, and graduation; credentialing and apprenticeships; curriculum and faculty development; research, commercialization, and tech transfer; small business development and higher-growth entrepreneurship; and, importantly, innovative public-private partnerships.
- 4 Identify a central point of contact for DOI and each bureau to meet regularly to coordinate HBCU activities/initiatives.
- 5 Create an annual DOI training plan for the HBCU community on Grants.gov for opportunities.

Tactics

- 1 Establish new recruitment relationships with HBCUs, giving priority to schools offering degrees associated with DOI's most critical occupations; utilize student Pathways Program. Develop curricula that will prepare students for careers in conservation, biological sciences, and natural resources. Introduce a renewed approach to recruitment strategies; strengthen strategic relationships with third-party vendors through the Direct Hire Authority and the Executive Orders Program.
- 2 Identify processes and procedures to better target HBCU opportunities for grants for DOI research and monitoring projects that reflect U.S. education and economic competitiveness priorities.
- 3 Identify the most promising ways to communicate new education and economic narratives to HBCUs.
- 4 Encourage HBCUs to subscribe to DOI Twitter accounts and listservs to receive regular information on jobs and internships.
- 5 DOI will provide a quarterly webinar series for HBCUs on 1) how to apply for grants; 2) DOI careers and how to apply for internships and jobs; 3) sharing DOI's best practices in science for research and monitoring projects. The Office of Small and Disadvantaged Business Utilization will support HBCUs by including them in quarterly small business vendor outreach sessions.

- 6 Identify senior leaders to be ambassadors for HBCUs (they would lead efforts to provide training webinars on science and research best practices, share information on grants and how to apply for jobs, connect HBCUs to DOI by meeting regularly with faculty and helping them network, and identify HBCU capabilities and needs and connect them to points of contact [POCs] in DOI etc.). To enhance DOI's recruitment efforts, it would be helpful to have the contact information and a designated point of contact at the individual HBCUs' career offices.
- 7
 - 1) Provide opportunities for project leaders to do details with HBCUs to work with HBCU faculty to identify HBCU capabilities for research projects and teach in classrooms; and
 - 2) Develop innovative ideas designed to strengthen the capacity of HBCUs to participate in applicable federal programs and initiatives.
- 8 Provide opportunities for greater engagement in caring for and managing the natural, historical, cultural and physical resources across the DOI's 480 million surface acres of public lands.
- 9
 - 1) Establish, reinvigorate, and sustain relationships with HBCUs.
 - 2) Create and develop a pipeline for HBCU student interns.
 - 3) Expand and utilize diversity recruitment tools.
 - 4) Participate in HBCU career fairs.
 - 5) Collaborate and partner with other federal agencies on outreach and recruitment.
 - 6) Identify specific foundational competencies needed for HBCUs to be successful across the DOI.



Department of Justice

Plan Point of Contact: Mark Dann
Liaison: Gregory B. Friel
Representative: Franz R. Marshall

Agency Mission

The mission of the Department of Justice (DOJ) is to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.

Agency Goals

- 1 Enhance national security and counter the threat of terrorism.
- 2 Reduce violent crime and promote public safety.
- 3 Promote rule of law, integrity, and good government.

HBCU Goals

- 1 Convene a comprehensive regional forum to cultivate local DOJ-HBCU partnerships, enhance the competitiveness of HBCU to pursue DOJ grants, and encourage students to pursue internships and careers in federal law enforcement.



Academic Research Enterprise



Economic Development & Competitiveness



Supplemental Opportunities

Targeted informational outreach activities and campus safety and resilience.

- 2 Commission a case study competition for HBCU students and faculty to examine a unique law enforcement or criminal justice issue, and showcase the HBCUs' academic programs.



Academic Research Enterprise



Economic Development & Competitiveness

- 3 Partner with HBCUs to refine the Department's internal and external training programs, and enhance HBCUs' academic or operational programs.



Education



Economic Development & Competitiveness



Supplemental Opportunities

Targeted informational outreach activities and campus safety and resilience.

- 4 Partner with HBCUs to cosponsor DOJ youth engagement programs that enhance students' learning opportunities and expose participants to potential careers in federal law enforcement.



Education



Economic Development & Competitiveness



Supplemental Opportunities

Targeted informational outreach activities and campus safety and resilience.

- 5 Cultivate cooperative local partnerships between HBCUs and regional DOJ offices and increase the number of staff-level engagements and on-campus interactions between Department employees and HBCU students, faculty, and staff to help facilitate future, mutually beneficial endeavors.



Economic Development & Competitiveness



Education



Supplemental Opportunities

Targeted informational outreach activities and campus safety and resilience.

HBCU Metrics

- 1 Convene a comprehensive, regional forum with representatives from at least 10 DOJ components and eight HBCUs by the end of FY 22, with at least 10 interactive sessions, including a series of technical assistance programs for HBCUs interested in pursuing prospective DOJ grants, a career fair with exhibits and workshop for students interested in pursuing Department internships and jobs, and other programs designed to introduce HBCU students, faculty, and staff to DOJ's various components and cultivate local partnerships.
- 2 Commission at least one HBCU case study competition to examine a unique law enforcement or criminal justice issue (e.g., cyber security, forensic science, juvenile justice, violence against women on campus) by the end of FY 22, solicit students and faculty from at least 10 HBCUs to participate in the competition, and provide commensurate incentives (e.g., a student internship, a professorial fellowship or consultant designation).
- 3 Recruit at least 10 HBCU professors, staff, and affiliate organization representatives by the end of FY 22 to serve as pedagogical consultants and/or topical experts and help refine the Department's internal and external training programs (e.g., review curricula and teaching modules, identify relevant research materials, serve as guest lecturers/fellows, or assess the Department's instructional designs and delivery). Ensure the Department participates in at least 10 HBCU educational/academic programs (e.g., guest speaker series, adjunct professors, externships) and/or provide HBCUs at least 10 training and technical assistance programs (e.g., Bureau of Justice Assistance's National Training and Technical Assistance Center (BJA-NTTAC) training and technical assistance programs; Office on Violence Against Women (OVW) technical assistance; Office of Community Oriented Policing Services (COPS) training).

- 4 By the end of FY 22, solicit 20 and recruit at least five HBCUs to cosponsor or host a DOJ youth engagement program (e.g., FBI youth academies), and develop at least one cocurricular program designed to enhance student learning and expose participants to potential careers in federal law enforcement (e.g., an FBI STEM-to-Cyber program).
- 5 Increase the number of staff-level engagements and on-campus interactions between DOJ employees and HBCU students, faculty, and staff and ensure the Department strategically engages with at least 50 public and private HBCUs by the end of FY-22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Continue the intradepartmental DOJ-HBCU working group that was convened pursuant to the FY 18 DOJ-HBCU plan to propose and facilitate HBCU outreach/engagement activities.
- 2 Organize a series of at least six virtual engagement sessions with HBCUs, hosted by the Office of Justice Programs, COPS, and/or OVW throughout FY 21 and FY 22 to provide technical assistance on topics relevant to preparing DOJ grant applications, and encourage other components to engage in similar outreach activities.
- 3 Establish and maintain an HBCU distribution network to facilitate more direct and effective communication between the Department and HBCUs.
- 4 Review and identify internal administrative policies and procedures that may help the Department meet the goals of this strategic framework and the objectives of Executive Order 13779.
- 5 Continue supporting the White House Initiative on HBCUs by, for example, participating in interdepartmental working group activities, cluster meetings, and the annual HBCU conference.

Tactics

- 1 Compile a current list of employees at each HBCU who are responsible for programs that align with DOJ's mission, such as the chief law enforcement officers/administrators, grant/research supervisors, career centers directors, and relevant academic department chairs (e.g., criminal justice, criminology, juvenile justice, law, cybersecurity, forensic science, political science). Compile a compendium list of representatives of certain affiliate organizations, such as HBCU Law Enforcement Executives and Administrators (HBCU-LEEA); HBCU Alumni Alliance; the National Organization of Black Law Enforcement; United Negro College Fund; the National Association of Blacks in Criminal Justice; National Association for Equal Opportunity in Higher Education; the National Black Law Student Association; the National Bar Association; and the American Bar Association's Office of Diversity and Inclusion. Distribute the lists to DOJ offices responsible for diversity and inclusion, community engagement (e.g., FBI Office of Partner Engagement), and grant solicitations.

- 2 Prepare a document/brochure to inform HBCU administrators and alumni directors about DOJ's various programs and possible HBCU-DOJ partnership opportunities, and publicize examples of successful DOJ-HBCU partnerships (e.g., DOJ grants awarded to HBCUs; the U.S. Attorney's Office for the Southern District of Georgia's support of the Annual Savannah Traffic Jam at Savannah State University; Assistant Attorney General Eric S. Dreiband's participation in HBCU-LEEA's 2019 annual conference).
- 3 Use the contact list (see Tactic 1) and informational materials (Tactic 2) to prepare targeted invitations to HBCUs to participate in future Department programs and activities.
- 4 Solicit input from HBCU administrators, interested external stakeholders, DOJ affinity groups, and internal diversity/inclusion working groups, asking them to suggest concrete steps the Department can take to fulfill the goals of this strategic framework and enhance its HBCU engagement efforts.
- 5 Ask components (e.g., FBI Cyber Division; DEA Office of Forensic Sciences) to identify unique law enforcement or criminal justice issues that HBCUs may be well-suited to address, and to sponsor a related case study competition.
- 6 Ask the academies and offices that conduct training or provide technical assistance to determine where there may be opportunities to partner with HBCU faculty and staff to refine DOJ's internal or external trainings, such as the FBI and DEA academies in Quantico, Virginia; the USMS, ATF, and BOP academies in Glynco, Georgia; the Executive Office for United States Attorneys' National Advocacy Center in Columbia, South Carolina; the International Criminal Investigative Training Assistance Program; BJA-NTTAC; the Community Relations Service; COPS; and OVV.
- 7 Ask components to identify youth engagement programs and enhanced learning opportunities that may be cosponsored by an HBCU, and encourage them to pursue such partnerships.
- 8 Encourage components to compile alumni lists identifying employees who attended HBCUs, develop effective outreach programs (e.g., Office of Attorney Recruitment and Management's law school ambassador program), and participate in HBCU recruitment events.
- 9 Engage with other federal agencies that have targeted HBCU outreach/engagement strategies in place and invite them, along with other federal agencies (e.g., Office of the Director of National Intelligence, Department of Homeland Security), to partner with DOJ on certain HBCU outreach/engagement activities when doing so supports the agencies' common objectives.
- 10 Encourage employees to pursue permissible volunteer activities that benefit HBCUs, attend events hosted by HBCUs, and invite HBCU students, faculty, and alumni to participate in programs sponsored by DOJ, and ask all components to report such engagement activities.



Department of Labor

Plan Point of Contact: Tina Williams
Liaison: Craig Leen
Representative: Tina Williams

Agency Mission

The U.S. Department of Labor's (DOL's) mission is to foster, promote, and develop the welfare of the wage earners, job seekers, and retirees of the United States; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.

Agency Goals

- 1 Promote fair and diverse workplaces for America's federal contractor employees.
- 2 Provide strong enforcement and emphasize high-impact projects.
- 3 Expand compliance assistance and stakeholder engagement.

HBCU Goals

- 1 Develop platforms disseminating information on the HBCU Initiative, mission, and objectives.
 -  21st Century Infrastructure
- 2 Establish relationship with HBCUs, federal contractors and federal agencies with similar HBCU Initiative agendas.
 -  Economic Development & Competitiveness
- 3 Assemble HBCUs, federal agencies and federal contractors to create robust agendas and execute established platforms supporting the HBCU Initiative.
 -  Economic Development & Competitiveness
 -  Education
- 4 Conduct more outreach and recruitment through HBCUs to primarily increase overall diversity in the DOL's workforce.
 -  Supplemental Opportunities
 -  Economic Development & Competitiveness

HBCU Metrics

1 U.S. Department of Labor Employment and Training Administration (ETA) Grants provides information on its website for future funding opportunity announcements that may be of particular interest to HBCUs, such as the Youth Build program; the Reentry Employment Opportunities grants; and H-1B funded grants. Note: Much of DOL/ ETA's work is carried out through grant-making and contracting authority. ETA administers program management, business engagement, performance accountability, policy development, technical assistance, and research and evaluation. ETA supports state, local, and other grantees or contractors to successfully operate programs in accordance with the appropriate legislative authority while also supporting innovation and improvement through technical assistance and capacity building activities.

2

The Office of Federal Contractor Compliance Programs (OFCCP) will require an additional 3 percent to 5 percent increase in funding and human resources (capital) to support its efforts of outreach and education and collaboration. ETA will aim to increase the percentage of grant applicants from HBCUs by 10 percent. ETA's Office of Job Corps will provide technical assistance to Southern University at Shreveport and Winston-Salem State University under the Job Corps Scholars Grant Program as they implement their programs using DOL funding.

ETA's Office of Apprenticeship (OA) plans to:

- Recruit minority and nonminority employers for diverse candidates for apprenticeship programs.
- Work with a minimum of (10) ten Historically Black Colleges and Universities to establish high level apprenticeship career pathways.
- Coordinate with partners including American Association of Community Colleges and Project Lead the Way to specifically promote apprenticeship opportunities for HBCU Students.
- Share all open OA public vacancy announcements to HBCU career centers to reach more students interested in applying.
- Collaborate with a minimum of three (3) DOL agencies (OFCCP, Office of Employment Disability (ODEP), and Women's Bureau) to support establishing HBCU apprenticeship programs for stakeholders.
- Establish Junior Executive Associate Occupation Apprenticeship Standards as a national program.

- 3 ETA's Office of Foreign Labor Certification (OFLC) will conduct two webinars for HBCUs about OFLC programs. The H-1B program allows for the employment of temporary workers in specialty occupations, which normally require at least a bachelor's degree. Colleges and universities commonly hire H-1B workers for a range of occupations. The PERM program is the first step in obtaining employment-based permanent resident (green card) status. PERM is not restricted to specialty workers, but it is commonly used by colleges and universities; it also contains a special provision for the recruitment of professors. Each webinar will focus on one program. The webinars will specifically help HBCUs navigate the process to hire professors.
- 4 ODEP/Workforce Recruitment Program will continue to conduct targeted outreach to 10 additional HBCU career or disability services offices to let them know about the program for their students and recent graduates with disabilities. This metric was listed in DOL's FY 18-22 strategic plan for ODEP. DOL agencies are measuring their performance by the outreach activity that occurs for the HBCU Initiative, i.e., how many HBCU's served during virtual conferences; how many apprenticeship programs created at HBCU's; how many HBCU's have been linked with contractor organizations for employment opportunities. ODEP lists this goal in the DOL FY 18-22 strategic plan under "ODEP Strategic Objective 1.3" on page 17.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Create a national newsletter, and Facebook and Twitter accounts to highlight the collaborations between agencies, stakeholders, and HBCUs and share best practices, premier achievers, and achievements.
- 2 Continuously submit federal and private (federal contractors) employers' vacancy announcements to HBCU career counselors and Americans with Disabilities Act (ADA) coordinators to share with students. Develop HBCU core committees at the regional and district levels composed of federal agencies, contractors, and community-based and educational organizations to monitor the success of the implementation of the HBCU initiative. Hold quarterly meetings to discuss impediments and favorable outcomes.
- 3 Numerically track outcomes on students employed and accepted into internships to identify stellar partnerships and events that aided in the success of gainful employment of the HBCU students. Educate HBCUs on the types of contracts awarded/application process for bidding; and process for becoming federal contractors.
- 4 Hold onsite and virtual career fairs, and invite federal contractors and federal agencies to share information on career readiness and job opportunities.
- 5 Send grant and contract opportunities, as well as public vacancy opportunities, to the White House Initiative on HBCUs for distribution to its HBCUs subscription list.

Tactics

- 1** Fully engage — that is, educate, listen to, and work with — employers (federal agencies and private sector companies), providers (physicians, hospitals, and home health care companies), insurance carriers, advocates, the legal community, and others.
- 2** Partner with career development centers at HBCUs to schedule information sessions on its rigorous enforcement efforts, the laws it regulates, and compliance assistance.
- 3** Provide HBCUs with websites to find grant opportunities (www.grants.gov); distribute specific grant opportunities to HBCUs when they are published; provide HBCUs with information on how to prepare to apply to grants.
- 4** Seek partnerships with HBCUs that lead to apprenticeship opportunities and result in career access for HBCU students.
- 5** Establish a communication plan to periodically communicate with HBCUs on steps for accomplishing program success. Staff positions will include engineers, chemists, accountants, biologists, industrial hygienists, environmental engineers, and laboratory technicians.
- 6** Develop a list of federal contractors and points of contacts to invite to campus events.
- 7** Hold monthly/quarterly intra-agency meetings to discuss strategies and plans to support the execution of the initiative.
- 8** Invite HBCUs to DOL quarterly vendor outreach sessions.



Department of State

Plan Point of Contact: Mirembe Nantongo

Liaison: Mirembe Nantongo

Representative: David N. Levin

Agency Mission

The U.S. Department of State leads America's foreign policy through diplomacy, advocacy, and assistance by advancing the interests of the American people, their safety and economic prosperity.

Agency Goals

- 1** Recruit a workforce that reflects the nation's diversity and leverages this diversity to advance America's foreign policy priorities in every corner of the world, by establishing and maintaining "end to end engagement" with candidates to retain their interest in working for the Department throughout the duration of the recruitment, selection, and hiring processes.
- 2** Renew America's Competitive advantage for sustained economic growth and job creation.
 - Sub-Objective 1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation.
 - Sub-Objective 2: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion.
- 3** Develop and advance a diverse cadre of career employees throughout all ranks and leadership in the Department to enhance workforce performance, leadership, engagement, and accountability to execute the Department's mission efficiently and effectively.
- 4** Retain a diverse, high-performing workforce, and enhance the Department's competitiveness as an employer of choice.

- 5** Promote American values through professional, educational, and cultural programs through the Bureau of Education and Cultural Affairs that bolster democratic principles and encourage strong civil society institutions, human rights, and independent media.

Sub-Objective 1: Renew America's competitive advantage for sustained economic growth by increasing the global skills of Americans and expanding the reach of U.S. businesses and institutions.

Sub-Objective 2: Counter foreign government disinformation and foster alternatives to radicalization through international exchange programs.

Sub-Objective 3: Ensure the effectiveness of cultural programs and accountability to the American taxpayer by evaluating programs robustly, expanding the use of virtual technologies, and leveraging relationships with program alumni.

HBCU Goals

- 1** Recruit well-qualified, diverse candidates, particularly for foreign service specialist skills with higher deficits. By the end of 2022, increase the participation of U.S. minority-serving Institutions of higher education (MSIs) in exchange programs and activities through the Bureau of Education and Cultural Affairs.



Education

- 2** Establish regular, sustainable data analysis functionality as it relates to the recruitment of and outreach to diverse candidates and audiences. Continue its partnership with the Cox Foundation to increase the ability of State Department officials to address the American public through targeted activities and events in underreached and underengaged communities across the United States. In the next calendar year, the Stateside Speaker program will identify at least three opportunities to target HBCUs and/or organizations supporting predominantly Black institutions (PBIs).



21st Century Infrastructure

- 3** The Bureau of Global Public Affairs' Office of Public Liaison (PL) plans to continue its flagship event at the Department of State targeted towards HBCUs and PBIs. The goal of this conference is to provide students from HBCUs and other PBIs with information on U.S. foreign policy priorities and Department careers.

The office will maintain engagement with competitive candidates to ensure they remain interested in joining the Department throughout the hiring process.



Economic Development & Competitiveness

- 4** The Department will develop a robust HBCU state outreach plan that incorporates several bureaus and offices across the Department. The goal of this plan is to offer internal diversity and inclusion (D&I) councils a resource for outreach to HBCUs and PBIs. The plan will include program tools, outreach opportunities, and recruitment to diversify the Department's workforce.

The Department will leverage its broader resources to expand its recruitment reach.

Sub-Objective 1: Enhance the diversity of the bureau itself and the Department's messaging for D&I through an established internal working group.

Sub Objective 2: In FY 21, increase outreach efforts at HBCUs through signature programs, such as the Hometown Diplomats Program and Foreign Policy Classroom. The two programs aim to connect Department officials with domestic academic institutions about top policy priorities.



Education

- 5** Renew America's competitive advantage for sustained economic growth by increasing the global skills of Americans, bridging the skills gaps that are keeping some workers from jobs, and expanding the reach of U.S. businesses and institutions. Expand participation of diverse U.S. institutions and Americans in the Department's academic, professional, and cultural exchange programs through vigorous and targeted promotion and recruitment. By the end of 2022, increase participation of U.S. MSIs in exchange programs and activities.



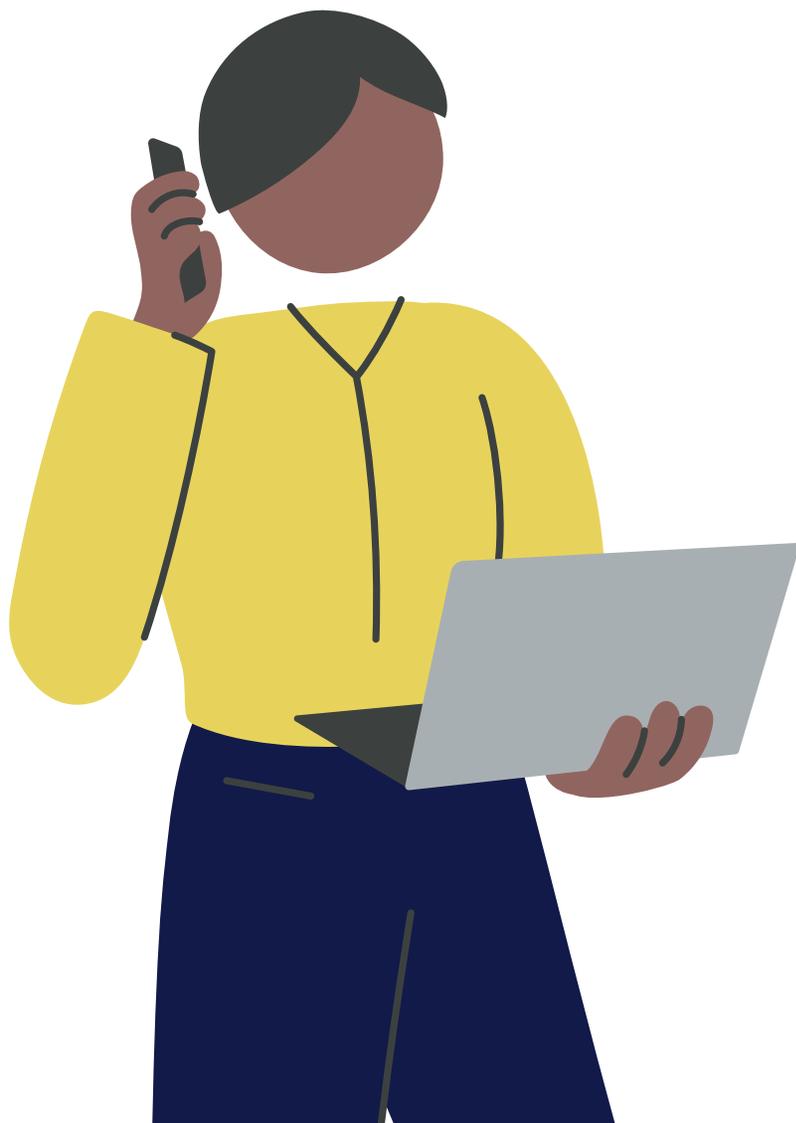
Academic Research Enterprise

HBCU Metrics

- 1** Explore a partnership with a Washington, D.C.-area institution by FY 22 to host a half-day pilot symposium for HBCU influencers to provide information on careers, fellowships, and internships available through the Department of State and raise awareness of the enormous benefits international experiences can offer students.
- 2** Increase engagement and strengthen relationships with African American fraternities and sororities on HBCU campuses and with alumni chapters across the country by FY 21 in order to support organizational resources required to facilitate the student educational experience and support the development of safe, healthy, and vibrant communities. The recruitment team will analyze the effectiveness of the outreach efforts and realign efforts and resources as needed.
- 3** Increase the number of HBCU recruiting events by FY 22
 - Sub-Metric 1:** Feature information about the two-year Foreign Affairs Information Technology (FAIT) Fellowship, which provides up to \$37,500 annually and encourages diverse students in IT-related degree programs to apply by FY 22. Ask for participation from the various employee affinity groups to share their experiences working for the Department with conference attendees.
 - Sub-Metric 2:** Host a three-day professional exploration program by FY 22, offering 28 high achieving undergraduate students from HBCUs and Hispanic-serving institutions (HSIs) an introduction to diplomacy and careers at the U.S. Department of State, which will assist the students and academic institutions with the development of long-term planning for academic programs and career trajectories.

- 4** Increase the number of individuals from or hosted by MSIs participating in exchanges by 10 percent over the 2017 baseline disaggregated by HBCUs, HSIs, and tribal colleges and universities by FY 22.

(Baseline in FY2017: Bureau of Educational and Cultural Affairs (ECA) awarded 225 grants to persons from or hosted by HBCUs.)



- 5** Measure the amount of funding awarded to HBCUs and their students, faculty, and staff (FY 2017 baseline: \$2,500,000).

All funding to US institutions of higher education and their students, faculty, and staff and the Department's budget level is based on an annual appropriation from Congress. As such, it is not possible to predict the number of grants awarded to people from or hosted by HBCUs, the funding level, or the number of HBCUs engaged with ECA. That said, ECA's multi-pronged outreach, recruitment, and engagement plan vis-à-vis HBCUs, detailed in these strategies and tactics, is designed to enhance its support for HBCUs in many ways.

Sub-Metric 1: Measure the number of HBCUs participating in exchange programs (FY 2017 baseline: 42 HBCUs)

Sub-Metric 2: Aim to have 300+ participants at the 13th Annual HBCU Foreign Policy Conference on Feb. 26, 2021.

Sub-Metric 3: Continue to increase the number of engagements with HBCUs to connect students, professors, and influencers to Department foreign policy subject matter experts by 30 percent by the end of the 2021 academic calendar year.

Sub-Metric 4: Dedicate 20 percent of funds from the Stateside Speaker program grant provided by the Cox Foundation towards outreach engagements at HBCUs by the end of the FY 21.

Sub-Metric 5: Host virtual briefing with every HBCU president/chancellor by Oct. 1, 2020, to inform leadership about the importance of the upcoming 2021 HBCU Foreign Policy Conference.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Explore a partnership with a Washington, D.C.-area institution to expand outreach to HBCU influencers.

Sub-strategy 1: In FY21 the PL Office will coordinate regularly with the Secretary's Office of Civil Rights, the Recruitment Office, and the Bureau of Education Affairs quarterly to exchange information in support of HBCU outreach and the FY 18-22 Department plan. The PL Office will regularly attend the interagency White House Initiative on HBCUs meetings.
- 2** Increase engagement and strengthen relationships with African American fraternities and sororities on HBCU campuses and with alumni chapters across the country.

Sub-strategy: Increase recruitment and outreach efforts in various ways to better promote programs and activities to HBCUs and their students, faculty, and staff.

Strategy 3: Host the annual HBCU Foreign Policy Conference to conduct a panel on career, internship, and fellowship opportunities within the Department.
- 3** Host exploration program(s) offering high achieving undergraduate students from HBCUs and HSIs an introduction to diplomacy and careers at the U.S. Department of State.

Sub-Strategy 1: Take active measures to enhance the Department's diversity efforts through the Staff Advisory Forum formed in FY 19. The forum has conducted several surveys for staff to identify opportunities for outreach, messaging, and inclusion of staff to diversify the workforce. The next steps for the forum include using data from the Office of Civil Rights to gauge an approach to D&I councils at the Department for strategic outreach to HBCU students.
- 4** Assist HBCUs to internationalize their curricula, campuses, and communities.

Sub-objective 1: Provide Fulbright grantees from HBCUs, as well as African Americans and other POCs, with resources to facilitate successful exchange experiences while abroad.

Sub-objective 2: Enable Fulbright grantees and participants from abroad to better understand and appreciate HBCUs, the African American experience, and diversity and inclusion in the United States.

Tactics

- 1** Explore the development of a symposium that will provide information on careers, fellowships, and internship opportunities available through the Department of State. During the symposium, the Recruitment Office team will seek to raise awareness among career counselors, administrators, and other HBCU stakeholders of the enormous benefits international experience can offer students in planning for their future.
- 2** Currently, there are 16 Diplomats in Residence (DIRs) across the country, three of whom are hosted at HBCUs, giving them a unique opportunity to engage with HBCU students and graduates to promote the Department of State as an employer of choice. The Washington, D.C.-based recruiter who manages the African American portfolio will lead the initiative to track and measure performance outcomes of the team's recruitment efforts. To this end, the portfolio manager will facilitate new relationships to be managed by the DIRs with African American fraternities and sororities and alumni chapters at the regional or local level around the country.

Sub-tactic 1: DIRs host quarterly outreach events specifically for HBCUs and PBIs throughout the academic year in partnership with the Department's recruitment team.
- 3** Promote funding opportunities for HBCU programs.

Sub-tactic 1: Promote funding opportunities, alumni achievements, and testimonials through the MSI Center at Rutgers University.

Sub-tactic 2: Amplify the opportunities, benefits, and impact of the Fulbright Program in conference with the Alumni Affairs Office and the Fulbright Association.

Sub-tactic 3: Better conduct program recruitment and outreach efforts through HBCU-focused social media.

Sub-tactic 4: Send HBCU grant opportunity information and success stories quarterly to HBCUs through the WHI/HBCUs International Affairs cluster.
- 4** For the third consecutive year, in collaboration with The Una Chapman Cox Foundation, the Department will host the Cox-State Department Diplomacy Seminar. The Cox-State Department Diplomacy Seminar is a fully funded, three-day professional exploration program offering 28 high achieving undergraduate students from HBCUs and HSIs an introduction to diplomacy and careers at the U.S. Department of State. Students will meet with foreign service officers and other government officials from the international affairs community, attend facilitated discussions on career goals and strategies, and receive guidance and resources to help them pursue diplomacy careers with the objective of advancing diversity and inclusion within the Department and making that goal an integral part of public engagement.

- 5** Enhance diversity, identity, and inclusion content in pre-departure orientations and online resources for Fulbright students and scholars, as well as advising services for these grantees while abroad.
- 6** Partner more closely with HBCU-serving organizations and associations, such as United Negro College Fund, National Association for Equal Employment Opportunity in Higher Education (NAFEO), the Association of Public and Land-Grant Universities, the Thurgood Marshall College Fund, and the HBCU Digest to enhance program recruitment and outreach.
- 7** Strengthen the networks of HBCU faculty and staff representing programs on campus, including Fulbright Program advisors and Gilman Fellowship advisors.
- Sub-tactic 1:* Repeat the Fulbright Program HBCU Institutional Leaders Initiative launched in 2020.
- Sub-tactic 2:* Design and implement enrichment panels and seminars on HBCUs, the African American experience, and diversity and inclusion in the U.S. for foreign Fulbright students and scholars, and promote similarly focused local activities organized by Fulbright Association chapters.
- 8** Develop the Department's first HBCU outreach plan to provide resources and topline messages to HBCUs and PBIs.
- Sub-tactic 1:* Create the Department's first HBCUs At State webpage on state.gov that provides resources and tools for internal staff and the general public.
- Sub-tactic 2:* Message quarterly to the Department's HBCUs @State distro of alumni about opportunities for engagement, speaker slots, and initiatives on HBCU outreach.
- Sub-tactic 3:* Provide outreach engagements at HBCUs through cross-bureau collaboration and flagship programs, such as the Foreign Policy Classroom, Hometown Diplomats, and Stateside Speakers.
- 9** The Department will host the annual HBCU Foreign Policy Conference. It will focus on foreign service specialists, who provide important security, technical, management, healthcare, or administrative services to embassies worldwide and will feature information about the two-year Foreign Affairs Information Technology (FAIT) Fellowship, which provides up to \$37,500 annually and encourages diverse students in IT-related degree programs to apply. It will coordinate opportunities for current Department employees to communicate with qualified potential candidates to establish and maintain "end to end engagement" while encouraging them to apply to the fellowship.



Department of Transportation

Plan Point of Contact: Yvette Rivera
Liaison: Charles E. James, Sr.
Representative: Yvette Rivera

Agency Mission

The Department of Transportation's (DOT's) mission is to ensure our nation has the safest, most efficient and modern transportation system in the world, which improves the quality of life for all American people and communities, from rural to urban, and increases the productivity and competitiveness of American workers and businesses.

Agency Goals

- 1** Safety - Reduce transportation-related fatalities and serious injuries across the transportation system.
- 2** Infrastructure - Invest in infrastructure to ensure safety, mobility, and accessibility, and to stimulate economic growth, productivity and competitiveness for American workers and businesses. Specifically, increase economic competitiveness and workforce development by supporting the growth of appropriately skilled and prepared transportation workers, and development of strategies to meet emerging workforce challenges.
- 3** Innovation - Lead in the development and deployment of innovative practices and technologies that improve the safety and performance of the nation's transportation system. Specifically, conduct research on advanced technology to promote transportation safety and efficiency and encourage technology innovation.
- 4** Accountability - Serve the nation with reduced regulatory burden and greater efficiency, effectiveness, and accountability. Specifically, impact mission efficiency and support by bolstering the workforce through attracting, developing, and retaining employees who have the capabilities and competencies to help the Department achieve its goals.

HBCU Goals

- 1** Improve coordination and outreach efforts within agency operating administrations and the Office of the Secretary to strengthen DOT's partnerships with HBCUs.

 -  21st Century Infrastructure
- 2** Re-engage with HBCUs with current or past DOT relationships and establish a relationship with the broader HBCU community to increase the number of HBCUs that DOT is engaging with to ensure they are aware of DOT's mission, and of current and future opportunities. Through these relationships, DOT can become more informed of HBCU programs and areas where the Department can be more involved.

 -  21st Century Infrastructure
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise
- 3** Partner with college and university career centers and student associations to conduct on-campus information sessions for students to help ensure HBCU students are aware of internship and employment opportunities, with the goal of increasing participation from HBCU students.

 -  Education
- 4** Conduct information sessions on various grant opportunities programs and other funding opportunities to raise awareness and encourage HBCUs to compete for available grant/funding opportunities.

 -  Economic Development & Competitiveness
 -  Academic Research Enterprise
- 5** From early education through ongoing professional development, promote diversity and inclusion in the DOT workplace through targeted outreach and marketing, program support, technical assistance, and workforce development activities in partnership with HBCUs to increase the likelihood of their awareness of and participation in the Department's programs.

 -  Education
 -  21st Century Infrastructure

AGENCY ACTIONS: STRATEGIES AND TACTICS

HBCU Metrics

- 1 Enhance grantmaking opportunities for HBCUs through a 5 percent increase in the amount of annual grant funding awarded to HBCUs by increasing HBCU participation in DOT Office of the Assistant Secretary for Research and Technology-(OST-R) funded grants by 2022, and increasing targeted outreach on full and open competitive solicitations, broad agency announcements (BAA), and notices of funding opportunity (NOFO) by the Federal Highway Administration (FHWA) to HBCUs by 100 percent, by EOFY 22.
- 2 Increase HBCU participation in DOT-funded research by establishing two cooperative agreement opportunities with the Federal Aviation Administration (FAA) and Federal Transit Administration (FTA) by EOFY 22, and continuing FHWA support of the National Research Council's Research Associates Program and the North Carolina DOT Minorities in Transportation Technology Initiative, through EOFY 22.
- 3 Expand career opportunities at DOT for HBCU students by increasing HBCU student and graduate internship and employment opportunities in three DOT internship programs and engaging 11 HBCUs with FHWA-related academic programs by EOFY 22.
- 4 Establish at least four memoranda of understanding (MOUs) between FAA and HBCUs to address the future shortage in the aviation workforce by EOFY 22.
- 5 Increase HBCU capacity to access DOT procurement opportunities by 2022 through a series of technical assistance sessions and targeted outreach to HBCUs by FTA and the DOT Office of Small and Disadvantaged Business Utilization (OSDBU), by EOFY 22.

Strategies

- 1 DOT will conduct targeted outreach with HBCUs to encourage schools to compete for competitive grants, to conduct basic and applied surface transportation research through the OST-R University Transportation Centers (UTC) Program, a FHWA-National Society of Black Engineers-sponsored transportation research competition, and create a HBCU specialty roster to share information on FHWA-sponsored research opportunities.
- 2 DOT will conduct targeted outreach at HBCU campuses to increase participation in various agency internship, fellowship, and mentoring programs, including OSDBU's Women and Girls in Transportation Internship Program; the FAA Minority Serving Institution Law Internship Program; the FAA Engineering Honors Program; the Summer Transportation Program for Diverse Groups (STIPDG); and an FHWA mentoring program for HBCU students.
- 3 DOT, through the OSDBU, FAA, and FTA, will conduct capacity building activities to enhance HBCU capacity to compete and perform in Departmental procurement opportunities.
- 4 DOT will educate HBCUs on how to prepare sufficient proposals for FAA- and FTA-sponsored cooperative agreements and contracting opportunities.
- 5 DOT will identify schools to participate in an HBCU consortium for aviation programs.
- 6 DOT will create cooperative agreement programs to foster HBCU participation in FAA and FTA research opportunities.

Tactics

- 1** OST-R will strengthen the UTC Program relationship with HBCUs during the next UTC directors' annual meeting and encourage HBCUs to apply for grants. The Fixing America's Surface Transportation Act expires in fiscal year 2021; a new surface transportation authorization bill, however, should create new opportunities for HBCUs to compete for UTC grants.
- 2** OSDBU's Small Business Transportation Resource Centers will increase marketing for the Women and Girls in Transportation Internship Program to HBCUs for potential student participation.
- 3** OSDBU will host outreach activities aligned with its Minority Serving Institutions (MSI) Capacity Building Initiative that will include OSDBU staff, DOT Operating Administration program offices, and acquisition officials, aimed to increase HBCU knowledge in DOT programs, including announcing BAAs and NOFOs, through its HBCU distribution list.
- 4** OSDBU will provide four technical assistance workshops to HBCU staff and researchers to help them successfully compete in DOT contracting opportunities.
- 5** The FTA Office of Program Management will develop and deliver informational webinars targeted to HBCUs on grant programs for which HBCUs are eligible to apply, and on how to apply for FTA cooperative agreements and contracts.
- 6** FTA and FHWA staff will participate in HBCU college fairs, conferences, or other events to showcase available employment and internship opportunities.
- 7** FAA will identify and assess programs at nine to 15 schools to become potential members of an HBCU consortium for aviation programs. FAA will assess the initial pool of selected schools to select four schools with which to establish MOUs. The MOUs will increase opportunities that will improve HBCUs participation in the FAA MSI programs for internships and research grants.
- 8** FAA will complete its Research Excellence for Aviation Competitiveness at HBCUs (REACH) Program, including identifying research contracts, cooperative agreements, and public-private partnership (P3) opportunities for FAA and HBCUs through the Opportunity Zones program.
- 9** FAA will conduct briefings and establish four MOUs with HBCUs to expand its HBCU Aeronautics and Aviation Studies Program, which includes FAA support for online learning resources, webinars, and professional mentoring.
- 10** FAA will review its MSI Law Intern and Engineer Honors Program to assess and increase opportunities for HBCU students.
- 11** The FAA HBCU Program will seek to link with the National Institutes of Health Path to Excellence and Innovation HBCU Program to conduct joint workshops in STEM engagement and how to do business with federal agencies.

- 12** FHWA will maximize the STIPDG program to establish career paths for HBCU students. Among other things, FHWA will educate HBCU and other STIPDG students on FHWA career opportunities, e.g., provide professional development seminars, and create a pipeline of candidates within HBCU's by connecting students to the FHWA Professional Development Program.
- 13** FHWA will engage in a comprehensive engagement with 11 HBCUs with strong engineering, transportation, environmental, and business academic programs⁴ that includes career fairs and information sessions with career services staff, department heads, and student associations.
- 14** FHWA will partner with the National Society of Black Engineers to establish a transportation-based competition and pilot first-year through HBCUs.
- 15** FHWA will target HBCUs to recruit for the National Research Council's Research Associateship Program, which provides postdoctoral scientists and engineers an opportunity to conduct research that is compatible with FHWA research topics.
- 16** FHWA will collaborate with OSDBU on the agency's competitive full and open solicitation, BAA, and NOFO postings, which will include standard language encouraging HBCU participation, and request distribution of the information utilizing OSDBU's HBCU listserv.
- 17** FHWA will continue to support the North Carolina Department of Transportation's Minorities in Transportation Technology Initiative, which aims to determine the state of minorities in transportation technology, convene leading practitioners of color in transportation, and establish a resource pool to share information about ventures in transportation technology that includes HBCUs.

⁴ HBCUs with strong engineering and environmental programs: Alabama A&M, Florida A&M, Howard University, Jackson State, Morgan State, NC A&T, Prairie View A&M, Southern University, Tennessee State, Tuskegee University, and University of DC.



Department of Treasury

Plan Point of Contact: Tina Lancaster
Liaison: Mariam Harvey
Representative: Tina Lancaster

Agency Mission

The U.S. Department of the Treasury's (Treasury's) mission is to maintain a strong economy and create economic and job opportunities by promoting the conditions that enable economic growth and stability at home and abroad, strengthen national security by combating threats and protecting the integrity of the financial system, and manage the U.S. government's finances and resources effectively.

Agency Goals

- 1 Boost U.S. Economic Growth
- 2 Promote Financial Stability
- 3 Enhance National Security
- 4 Transform Governmentwide Financial Stewardship
- 5 Achieve Operational Excellence

HBCU Goals

- 1 Provide outreach opportunities to HBCU students, recent graduates, and faculty.
 -  Education
 -  Academic Research Enterprise
- 2 Enact mutually beneficial memoranda of understanding between Treasury and HBCUs.
 -  Economic Development & Competitiveness
 -  21st Century Infrastructure
- 3 Enhance contracting opportunities for HBCUs.
 -  Economic Development & Competitiveness

HBCU Metrics

- 1** Bureaus will set and track internal goals to provide regular outreach events with HBCUs; for example, the largest bureau, the Internal Revenue Service, will participate in at least three virtual recruitment outreach activities per quarter.
- 2** Bureaus, including the Alcohol and Tobacco Tax and Trade Bureau, Bureau of Engraving and Printing, Financial Crimes Enforcement Network, Fiscal Service, U.S. Mint, Internal Revenue Service, and Treasury Inspector General for Tax Administration will enact at least one new HBCU partnership each by the end of FY22.
- 3** On an annual basis, Treasury's Office of Small and Disadvantaged Business Utilization (OSDBU) will work with each bureau to research buying patterns of existing contracting vehicles while mapping to the capabilities of HBCUs. Additionally, OSDBU will collaborate with federal agency partners and the HBCU community to transform the way HBCUs' acquisitions are made throughout the federal government.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Conduct direct, targeted outreach to HBCU students and recent graduates for Treasury employment opportunities.
- 2** Identify HBCUs with areas of focus that align with the bureaus' key job series to build lasting partnerships.
- 3** Work with HBCU stakeholders to provide proactive education and increased awareness of changes in the finance industry, as well as long-term projections about technologies in the federal workforce.
- 4** OSDBU will utilize an online community of practice (i.e., GSA Interact) to support communication throughout Treasury's acquisition community. OSDBU will collaborate with GSA to conduct training for HBCU staff on federal contracting and on the use of GSA eTools, including GSA Advantage, eBuy, and eLibrary. Treasury OSDBU will collaborate with the senior procurement executive to ensure that Treasury acquisition professionals can receive credit for procurement training related to HBCUs.

Tactics

- 1 At the bureau level, analyze key job series needs to align partnerships with HBCUs that focus on related areas of study.
- 2 Analyze and select schools that meet qualifying degrees from an annual National Association of Colleges and Employers (NACE) School Diversity Report, which has over 1,800 schools (including HBCU and minority-serving institutions).
- 3 Bureaus will identify key points of contact to act as liaisons to HBCUs.
- 4 Bureaus will continue to provide data calls of procurement opportunities and receive capability statements regarding contracting opportunities.
- 5 The Office of the Comptroller of the Currency, whenever funds are available to attend more than one college career event, will mandate that this funding be allocated for HBCUs located in specific regions.
- 6 Using the FY 20 GSA/Treasury Memorandum of Understanding, provide resources to understand and participate in Treasury contracts outreach to HBCUs.
- 7 Advertise Treasury career openings with HBCUs directly, as well as through inclusive organizations, such as agency and federal employee resource groups, outside professional associations, and social media platforms.
- 8 Recruit student interns through programs, including Summer Legal Program, Honors Hires Program, Pathways Program, National Diversity Internship Program, and District of Columbia Summer Youth Employment Program.
- 9 Assist students with obtaining federal jobs by providing descriptions of bureaus and opportunities, webinars on using USAJOBS, and interactive sessions with Treasury professionals.
- 10 Attend HBCU fairs and provide Treasury staff and leaders opportunities to interact with students and faculty for on-campus interviews, resume collection, career-services partnerships, filling skill gaps, and curricula review.



Department of Veterans Affairs

Plan Point of Contact: Harvey W. Johnson
Liaison: Harvey W. Johnson
Representative: Tynnetta Lee

Agency Mission

The Department of Veterans Affairs (VA) operates the largest integrated health care delivery system in America. It is the nation's largest integrated provider of health care education and training for physician residents and other health care trainees. VA will modernize its human capital management capabilities to empower and enable a diverse, fully staffed and highly skilled workforce that consistently delivers world-class services to Veterans and their families.

Agency Goals

- 1 Align agency activities with VA's current administration priorities.
- 2 Coordinate federal governmentwide cultural initiatives.
- 3 Provide opportunity and access for all Americans wishing to pursue knowledge in a broad range of healthcare.

HBCU Goals

- 1 Veterans Health Administration (VHA), Office of Academic Affiliation: Improve educational opportunities for the three HBCUs' and one predominantly black institution's (PBI's) medical colleges' students and physician residents to participate in VA clinical training programs; focus on HBCU and PBI medical schools to improve leadership opportunities; and increase affiliations with HBCU and MSI (minority-serving institution) health professions education institutions through geo-mapping proximity to VA clinical facilities and outreach.

 Supplemental Opportunities

- 2 Veterans Benefits Administration: Education Service and Vocational Rehabilitation and Employment Service currently have and will continue to have beneficiaries who receive benefits to pursue approved programs at HBCUs.

 Education

- 3** The Office of Small and Disadvantaged Business Utilization (OSDBU), in collaboration with the grants officer for the Defense Logistic Agency's (DLA's) Procurement Technical Assistance Program (PTAP), seeks to solicit competitive proposals for the establishment of a new procurement technical assistance center (PTAC) at an HBCU. DLA's PTAP is the program structure for a network of PTACs typically located on state university campuses. The VA/HBCU Program would also advance the goals of Executive Order 13779 by leaving the selected HBCU with a procurement technical assistance center as well as extensive experience in providing procurement-readiness technical assistance, thus strengthening the HBCU's offerings to entrepreneurs and small business customers in the future.



Academic Research Enterprise

- 4** Apply advanced data analytics to identify the most at-risk HBCUs and allocate additional resources to those locations.



Supplemental Opportunities



21st Century Infrastructure

HBCU Metrics

- 1** OSDBU: VA would need to work with the DLA Grants Officer and ensure the language conformed to VA interests and DoD requirements to develop an appropriate solicitation. VA would publish a draft solicitation for public comment, with special emphasis given to interested HBCUs, prior to actively soliciting responses. VA would conduct the initial evaluation and discussions on proposals. Since VA does not have statutory authority to award the cooperative agreement, it would make a referral to DoD with its recommendation(s). At the expiration of the base period, and at the end of each option period exercised, the HBCU would submit a report to the grants officer, who in turn would provide it to VA for review and acceptance by VA stakeholders. This report will summarize "lessons learned" to date on the success factors needed to ensure procurement readiness, how those success factors could be evaluated as part of a self-assessment instrument, and what resources are available for users to overcome deficiencies. This report would be cumulative, so that the final report captures all information over the entire agreement period. VA would match DoD's funding commitment on a 50/50 basis, up to the overall funding limit specified by the PTAP statute. VA's funding commitment would provide an opportunity to pursue VA interests and seek specific VA deliverables as part of a process that normally resides fully within DoD. VA would be able to emphasize service-disabled veteran-owned small businesses (SDVOSB) and VOSB participation in VA contracting as a key element of the program, while DoD would maintain a broader focus on all types of small businesses and DoD contracting.
- 2** The Human Capital Services Center (HCSC) plans to implement an improved information technology solution that will provide metrics to analyze the strategies for all programs towards the marketing, recruitment, and hiring of applicants from HBCUs.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** OSDBU: VA/HBCU Program solicitation would align to DLA's funding opportunity announcement for the PTAP, particularly with respect to its provisions for considering new applicants. In addition, VA would require the applicant to collect data on participation by verified SDVOSBs and VOSBs to identify technical assistance needed to improve their competitiveness for VA contracting opportunities. Applicants would also collect information from participating SDVOSBs and VOSBs on their success rate at obtaining contracts, feedback from contracting officers during debriefings on unsuccessful contracting efforts, and other information needed to refine VA's understanding of a small business' path to procurement readiness. The end goal would be the creation of a procurement readiness self-assessment tool for small businesses, and identification of resources available to overcome any deficiencies identified.
- 2** HCSC: National Diversity Intern Program (NDIP) is a program that expands available recruitment sources to establish a diverse pipeline for VA's workforce. Although the students are diverse, VA notes that only three of its NDIP participants are from HBCUs. HCSC is currently working with the Office of Resolution Management and Diversity Inclusion to increase offers of internship opportunities to students attending minority-serving institutions and to enhance its applicant pool of students and graduates from HBCU's for all the internship and fellowship programs under the Centralized Talent Development Program. Additionally, HCSC is leveraging recruitment resources across the department to increase HBCU outreach efforts.

Tactics

- 1** Develop VA-wide succession planning guidance with key stakeholders.
- 2** Implement VHA Executive Succession Plan to identify, recruit and develop potential leaders.
- 3** Create a communication and marketing campaign for HR staff to utilize social media platforms for all mission critical initiatives.
- 4** Improve VA recruitment and hiring to include effective outreach to communities that can fill mission critical and shortage occupations.



Environmental Protection Agency

Plan Point of Contact: Sharon Hilliard
Liaison: Linda Datcher
Representative: Sharon Hilliard

Agency Mission

The mission of Environmental Protection Agency (EPA) is to protect human health and the environment.

Agency Goals

- 1** A cleaner, healthier environment: Deliver a cleaner, safer, and healthier environment for all Americans and future generations by carrying out the EPA's core mission.
- 2** More effective partnerships: Provide certainty to states, localities, tribal nations, and the regulated community in carrying out shared responsibilities and communicating results to all Americans.
- 3** Greater certainty, compliance, and effectiveness: Increase certainty, compliance, and effectiveness by applying the rule of law to achieve more efficient and effective agency operations, service delivery, and regulatory relief.



HBCU Goals

- 1** Increase funding opportunities for HBCUs.

 -  Education
 -  Academic Research Enterprise
 -  Supplemental Opportunities
Informational outreach activities, data gathering, assessment and evaluation
- 2** Expand outreach opportunities to HBCUs to increase the numbers of diverse applicants for EPA entry-level positions.

 -  Education
 -  Supplemental Opportunities
Informational outreach activities
- 3** Foster public-private partnerships with HBCUs.

 -  Education
 -  Academic Research Enterprise
 -  Supplemental Opportunities
Informational outreach activities, data gathering, assessment and evaluation

HBCU Metrics

- 1** Plan to increase funding opportunities for HBCUs: The EPA will continue ongoing initiatives that were funded during the previous fiscal year and implement new initiatives to expand funding opportunities for HBCUs in the areas of grants and cooperative agreements.
- 2** Expand outreach opportunities to HBCUs to increase the numbers of diverse applicants for EPA entry level positions. The EPA will expand memoranda of understanding (MOUs) to support the exchange of information, provide technical assistance, and increase the pool of diverse qualified applicants for the EPA's mission critical occupations in science and engineering.
- 3** Foster public-private partnerships with HBCUs: The EPA will continue partnering with HBCUs to implement initiatives that will benefit colleges and underserved communities and assist with technical support through student internships.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Increase funding opportunities for HBCUs — A cleaner, healthier environment

EPA and Delaware State University (DSU) through the MOU, will coordinate efforts at EPA's Ft. Meade Maryland Environmental Science Center and the Philadelphia Regional Office of Public Affairs to provide guidance, on proficiency with the University of Utah, for a National Environmental Laboratory Accreditation Certification for DSU's on-campus laboratory. Once DSU attains accreditation, it will sample drinking and nonportable water for trace/heavy metals and microbiological organisms, gradually adding analytes to its scope of capabilities. In addition, EPA will provide training on analytical tools for curriculum enhancement. The EPA and DSU MOU also includes researching, teaching, outreach, career development, and stewardship in the environmental sciences at the university. The Delaware Department of Natural Resources and Environmental Control and the Delaware Department of Health and Social Services have also joined the partnership.
- 2** Expand outreach opportunities to HBCUs to increase the numbers of diverse applicants for EPA entry-level positions.
- Greater certainty, compliance, and effectiveness: Increase certainty, compliance, and effectiveness by applying the rule of law to achieve more efficient and effective agency operations, service delivery, and regulatory relief.

EPA will strengthen Bowie State University staff and student connections to Chesapeake Bay, its tributaries, and coastal resources through interaction with Chesapeake Bay Program partners or hands-on learning experience.
- 3** Foster public-private partnerships with HBCUs — More effective partnerships

Lincoln University will be made aware of opportunities to participate in research sponsored by EPA Region 7, either through the submission of grant proposals and/or cooperative agreements directly to EPA's Office of Research and Development or through joint collaboration with other Region 7 projects.

Tactics

- 1** Increase funding for job training opportunities for students to be engaged in environmental projects.
- 2** Develop partnerships with academic institutions, local governments, businesses, and nonprofit organizations.
- 3** Increase joint research projects by targeting and establishing relationship with HBCUs with STEM-related majors, including environmental programs.
- 4** Increase funds to develop a green infrastructure curriculum and a certificate program focused on urban and coastal green infrastructure education and field experience with various program as with LEAP (Linking Environmental and Academic Programs).
- 5** Increase grants to build partnerships with HBCU faculty and students with EPA scientific experts to address environmental issues by creating joint research projects that impact communities through scientific methods, research assessment, data gathering and data analytics.
- 6** Build a team relationship with EPA's acquisition and grant organizations combined with HBCU faculty for EPA opportunities.
- 7** Increase MOUs to include projects in underserved communities, along with establishing relationships with K-12 schools for STEM awareness.
- 8** Establish and/or participate in HBCU virtual career fairs for EPA's STEM mission critical occupations.



Equal Employment Opportunity Commission

Plan Point of Contact: Paula R. Bruner

Liaison: Mona Papillon

Representative: Paula R. Bruner

Agency Mission

The U.S. Equal Employment Opportunity Commission's (EEOC's) mission is to prevent and remedy unlawful employment discrimination based on race, color, national origin, religion, sex, age, disability, genetics, and EEO activity, and to advance equal access and opportunity for all in the workplace.

Agency Goals

- 1** Continuing to provide excellent customer service via a commitment to embracing technology and leveraging its power to improve EEOC's service to all stakeholders
- 2** Continuing to provide robust compliance assistance by providing equal opportunity via high-quality, easy-to-understand education and outreach in the private, public, and federal sectors; prioritizing outreach to the small business community; building strong partnerships with employer and advocacy groups.
- 3** Enhancing efforts to reach vulnerable workers by reexamining EEOC's efforts to reach vulnerable workers in society and adjust, as necessary, to ensure that EEOC is identifying, reaching, and effectively serving – through outreach, enforcement, and litigation – vulnerable workers throughout the nation's workforce to preserve their access to the legal system.
- 4** Strategically allocating commission resources by continuing to build on EEOC's successful mediation program in the private and federal sectors; eliminate barriers in recruitment and hiring; address selected emerging and developing issues; ensure equal pay for all workers; and prevent systemic harassment. Additionally, EEOC will partner with other federal agencies and federal groups in assisting HBCUs to avoid duplicative guidance and increase effectiveness.
- 5** Continuing EEOC's Efforts to be a Model (Inclusive) Workplace (IW) by fully embracing the principles of equal employment because doing so creates an environment that enhances the EEOC's overall effectiveness; fostering a culture of inclusion and respect, and supporting collaboration and strategic innovation among all employees; and providing tools and resources needed for successful careers.

HBCU Goals

1 Invite HBCUs to help EEOC broaden its use of technology to expand outreach to diverse populations.



Education

Inform HBCUs about the mental and physical health costs of employees and students subjected to harassment and retaliation, as well as the financial costs to the institution (including, but not limited to, legal costs to defend a charge of discrimination or lawsuit, negative public image, and decreased enrollment).

2 Consider how HBCUs, especially those with small business development centers, can partner with EEOC to provide outreach and education opportunities to future small business owners and entrepreneurs.



21st Century Infrastructure (4G and 5G Broadband)

Engage HBCUs to assist EEOC in utilizing technology and media to expand its reach to employers and other covered entities.

3 Establish and maintain effective working relationships with HBCUs, some of which are unaware of the EEOC's purpose, resources and programs, to promote healthy, educated and productive populations and create change agents who fulfill the EEOC's mission of forging a more diverse and inclusive workforce.



Economic Development & Competitiveness

Recruit, develop, and retain skilled and committed employees who are generally unrepresented or underrepresented in the workforce.

4 Encourage HBCUs to increase the participation and engagement of their students, personnel, faculty, and administrators in EEOC's outreach, training, and educational activities and invite private HBCUs to establish memoranda of understanding with EEOC regarding its mediation services for the HBCU's EEO matters.



Academic Research Enterprise

Improve applicant competitiveness and increase employment of HBCU students, graduates, and faculty in EEOC and the federal government, and partner with HBCU academicians on research, studies, and special projects.

5 Encourage HBCU students and graduates to become EEOC job applicants, interns, and employees and increase the number of HBCU graduates in EEOC's workforce.



Targeted Informational Outreach

Promote promising practices that HBCU employers can adopt to prevent discrimination in the workplace.

HBCU Metrics

- 1 Engage or partner with all 105 HBCUs via their officials regarding outreach, education, training, and mediation opportunities by EOFY 22.
- 2 Encourage the employment of at least one HBCU student as an intern in each EEOC office/unit, as feasible, per hiring cycle and one HBCU intern to work exclusively with outreach and education.
- 3 Improve, track, and increase the recruitment, permanent employment, career development, and promotion of HBCU graduates throughout EEOC by EOFY 22.
- 4 Utilize HBCU technology and media, if possible, to expand EEOC's reach to employers and other covered entities.
- 5 Increase by 25 percent the number of HBCUs in EEOC districts at which EEO training and workforce development presentations are conducted by EOFY 22.

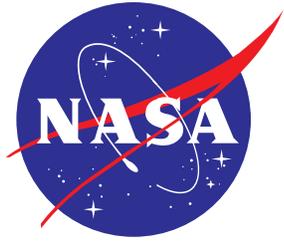
AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Recruit and designate HBCU interns to work with outreach and education coordinators on HBCU Initiative and other projects to enhance outreach efforts, inspire knowledge of EEOC's mission and laws, and improve diversification of program applicants.
- 2 Provide high-quality, easy-to-understand education, Technical Assistance Program Seminars (TAPS) and other outreach events at HBCUs to advance compliance and education. Track EEOC's HBCU activities to determine whether target goals are met.
- 3 Target HBCUs that have prioritized or researched broadband access to assist with improving EEOC's technological outreach to its stakeholders.
- 4 Encourage the use of HBCU print shops, graphic design departments, etc., which are micro-businesses, for EEOC publishing needs to advance HBCU competitiveness and integration in federal programs and operations
- 5 Engage HBCUs and their alumni associations throughout the nation, utilize HBCU media, public relations platforms, and technology, and exhibit at the annual White House HBCU Initiative Conference and Career Fair to promote EEOC protections and career opportunities

Tactics

- 1** Partner with HBCUs to host or participate in equal pay events and outreach initiatives and conduct TAPS on HBCU campuses, if feasible.
- 2** Connect with small business development centers and career placement offices at HBCUs to train and educate future employees and employers about EEO laws, rights, and responsibilities.
- 3** Align with HBCUs that embrace and invest in technology to transform the way the EEOC serves the public and improve productivity. Also explore social media engagement to expand platforms of EEO education at HBCUs.
- 4** Participate in HBCU job/career fairs and make EEOC job listings available to HBCU students and graduates through popular job services, such as Handshake.
- 5** Train HBCU administrators, students, and staff on an EEO overview, ADA, harassment, etc., and develop change agents integral to the eradication of workplace discrimination.
- 6** Participate in presidential or management advisory councils at HBCUs to encourage buy-in of EEO, inclusion, and diversity from top leadership.
- 7** Offer volunteer internships for academic credit, where feasible, and collaborate with organizations that support HBCU internships.
- 8** Work with HBCUs' career services to enhance diverse pipeline of talented recruits and assist students in becoming more competitive applicants by conducting mock interviews and reviewing resumes.
- 9** Serve on the Federal Executive Board HBCU Steering Committee (an interagency group) and participate in scheduled meetings with HBCU reps and conduct joint outreach with other federal agencies (OFCCP, OPM, DOL, DOJ) to effectively utilize agency resources and collaboratively serve HBCUs.
- 10** Partner and communicate with Black Greek letter fraternities and sororities, HBCU alumni associations, and other HBCU-related organizations, such as United Negro College Fund, to enhance knowledge of EEOC's mission, federal career opportunities, and federal resources for HBCU students/graduates.



National Aeronautics and Space Administration

Plan Point of Contact: Torry Johnson

Liaison: Elaine P. Ho

Representatives: Torry Johnson

Agency Mission

The National Aeronautics and Space Administration (NASA) is the United States government agency responsible for U.S. space exploration, space technology, Earth and space science, and aeronautics research. NASA's mission is to lead an innovative and sustainable program of exploration with commercial and international partners to enable human expansion across the solar system and bring new knowledge and opportunities back to Earth, and to support growth of the nation's economy in space and aeronautics, increase understanding of the universe and our place in it, work with industry to improve America's aerospace technologies, and advance American leadership.

Agency Goals

NASA has identified four strategic goals that will strengthen the its ability to accomplish its mission and contribute to U.S. preeminence in space exploration, science, technology development, and aeronautics—all to the benefit of the American economy. NASA's historic and enduring purpose is aligned to four major themes, characterized by a single word, that are reflected throughout the Agency's activities:

- 1 Discover references NASA's enduring purpose of scientific discovery by expanding human knowledge through new scientific discoveries.
- 2 Explore references NASA's push to expand the boundaries of human presence deeper into space and to the moon for sustainable long-term exploration and utilization.
- 3 Develop references NASA's broad mandate to promote the technologies of tomorrow by addressing national challenges and catalyzing economic growth.
- 4 Enable references the capabilities, workforce, and facilities that allow NASA to achieve its mission through optimizing capabilities and operations.

HBCU Goals

- 1** Increase the capacity of HBCUs to compete for and receive NASA funding and other financial resources.

 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise
- 2** Increase the amount of funds awarded to HBCUs through competitive grants, contracts, and cooperative agreements.

 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise
- 3** Increase the recruitment/applicant pool of HBCU students and graduates for STEM engagement and future workforce opportunities.

 -  Education
 -  Economic Development & Competitiveness
 -  Academic Research Enterprise
- 4** Increase the representation/selection of HBCU students in NASA-sponsored programs.

 -  Education
 -  Academic Research Enterprise

HBCU Metrics

- 1** Aim to increase the overall agency funding to HBCUs by 10 percent by end of FY 22; Aim to maintain a minimum of 20 percent of funding to HBCUs through the Minority University Research and Education Project (MUREP) by end of FY 22.
- 2** Aim to increase the number of eligible proposals submitted by HBCUs by 10 percent by end of FY 22.
- 3** Aim to increase the number and percentage of applicants from HBCUs for internships, fellowships, Pathways Program students, and permanent hiring opportunities by end of FY 22.
- 4** Aim to achieve a 25 percent increase in internship placement for HBCU students by end of FY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** **Increasing HBCU competitiveness:**
To increase HBCU competitiveness, NASA organizations will provide resources to HBCUs designed to train faculty and administrators for better understanding of proposal preparation, the merit review process, and award administration policies and procedures. The collection of NASA organizations, including the Office of STEM Engagement, Mission Directorates, Office of Procurement, Office of Small Business Programs (OSBP) and Small Business Innovative Research/Small Business Technology Transfer (SBIR/STTR) Office, participate in this effort. The effort will also include broadening the pool of qualified reviewers from HBCUs to participate in the agency's merit review process for competitive grant and cooperative agreement awards.
- 2** **Increasing NASA awards to HBCUs:**
To increase NASA awards, NASA will drive awareness, inclusion, and selection of HBCUs through grants, cooperative agreements, and contracts. The collection of NASA organizations, including the Office of STEM Engagement, Mission Directorates, Office of Procurement, OSBP and SBIR/STTR Office, participate in this effort. These internal partnerships will foster awareness of HBCU research capabilities among key NASA stakeholders to ensure consideration of HBCUs in agency programs and initiatives. HBCUs will be notified of agency funding opportunities and resources to apply.
- 3** **Increasing recruitment of HBCU students:**
To increase recruitment of HBCU students, NASA will identify opportunities that attract and target candidates of diverse backgrounds while promoting NASA's workforce inclusion. Office of STEM Engagement/MUREP along with partnering organizations like the Office of the Human Capital Officer (OCHCO), NASA mission directorates, and employee resource groups (ERGs) participate in targeted recruitment events (e.g. at HBCUs and minority STEM conferences) to expose students to NASA priorities/opportunities and ways to engage with the NASA as a student, researcher, or graduate.
- 4** **Increasing representation of HBCU students:**
To increase the representation of HBCU students, NASA will provide internships, fellowships, and other experiences for HBCU students to conduct scientific and technical research and perform design and development activities to fulfill NASA needs and priorities. NASA will create challenges, competitions, and other transdisciplinary experiential learning opportunities to enhance STEM student studies.

Tactics

- 1** Grants and Cooperative Agreements:
NASA Solicitation and Proposal Integrated Review System (NSPIRES) and Grants.gov

To ensure wide dissemination, NASA research announcements (NRA) and funding opportunities for grants and cooperative agreements will be announced via NSPIRES and grants.gov. The NSPIRES system is NASA's official resource for academia, industry, nonprofits, and other organizations to submit notices of intent, participate in the peer review process, and manage proposals in response to NASA-sponsored research and education opportunities. NASA will request proposals for basic and applied science and technology research and STEM education in support of the NASA mission directorates, Office of STEM Engagement, and other functional offices. For more information visit <https://nspires.nasa.prs.com>. This tactic supports HBCU goals 1 and 2.

Examples of NASA grant and cooperatives agreement opportunities:

- [Research Opportunities in Space and Earth Sciences \(ROSES\)](#)
- [Research Opportunities in Space Biology \(ROSBio\)](#)
- [NASA Human Exploration Research Opportunities \(HERO\)](#)
- [Engagement Opportunities in NASA STEM \(EONS\)](#)

- 2** Minority Serving Institution (MSI) Capability Repository
Publicize the use of the MSI Capability Repository with NASA internal and external stakeholders, as well as current and potential principal investigators. This web-based search tool is established to inform strategic partnerships for teaming opportunities and competitive federal awards, such as contracts, cooperative agreements, and grants. The awareness created by the MSI Capability Repository can facilitate collaboration that contributes to NASA's mission while strengthening technical capacity at MSIs and building a diverse and competitive workforce for NASA and the nation. For more information visit, <https://msigateway.larc.nasa.gov>. This tactic supports HBCU goals 1 and 2.

- 3** NASA Technology Infusion Road Tour
Connect HBCUs with NASA's technical mission through the NASA Technology Infusion Road Tour, a multi-day forum allowing HBCUs and MSIs the opportunity to collaborate with members of NASA's Offices of Procurement, OSBP, SBIR and STTR programs, and NASA's prime contractors. In addition, leaders from NASA mission directorates share available opportunities and representatives from various HBCUs and MSIs showcase their research capabilities with the long-term goal of gaining access to funding through federal contracts. Networking activities, include tours of the research facilities at the host campus and a match-making session, allowing direct interaction between HBCUs, MSIs and representatives from NASA, prime contractors, and other invited federal agencies. NASA is the only federal agency with a 1 percent goal for contracts with MSIs. This tactic supports HBCU goals 1 and 2.

4 **Small Business Technology Transfer**
Increase competitiveness of HBCUs to partner with NASA through the SBIR and STTR programs. Operating within NASA's Space Technology Mission Directorate, this program supports new technologies that can be used for future NASA missions. Specifically, the STTR program requires a minimum 30 percent share of the funding to be spent with the partnering research institutions. Increasing competitiveness of HBCUs and, therefore, the number of HBCUs that participate in the STTR process will drive mission success. This tactic supports HBCU goals 1 and 2.

5 **Procurement and Federal Contracts**
Engage HBCUs to contribute to NASA's mission through the procurement process. NASA's Office of Procurement is responsible for procuring goods and services across the agency. Ensuring participation of HBCUs and other MSIs in the procurement process is a desire from the Office of Procurement as a part of the NASA 1 percent goal. This office, in conjunction with the MUREP, OSBP, and NASA mission directorates will seek to increase responses from HBCUs in its request for information (RFI) and sources sought (SS) opportunities. Responses to RFIs and SSs allow NASA procurement to place HBCU/MSI goals within its procurement requirements. This tactic supports HBCU goals 1 and 2.

Opportunities for NASA contracts can be found at <https://beta.sam.gov>

Information on becoming a NASA contracting vendor can be found at www.osbp.nasa.gov

6 **Equal Opportunity and Diversity and Inclusion in STEM**
Provide resources for civil rights compliance efforts through NASA's MissionSTEM website, established to provide grantees with technical assistance and promising practices for increasing diversity and enhancing inclusion in the STEM fields. The site provides a host of resources, including written content and videos, to enhance the efforts of NASA's grantees on equal opportunity and diversity and inclusion in STEM.

NASA will host the Mission STEM Summit, to increase underrepresented and underserved communities' participation in STEM research and education. Specifically, the summit will provide HBCUs and MSIs the opportunity to increase their research capacity and expand their infrastructure to be more competitive for grants purposes. In addition, the summit will provide an opportunity for NASA to provide technical assistance to potential grantee institutions in increasing its institutional capacity, research infrastructure and individual diversity of researchers. This tactic supports HBCU goals 1 and 4.

7 **Funded Internship and Fellowships Internships** — Leverage NASA's unique mission activities to enhance and increase the capabilities, diversity, and size of the nation's next-generation workforce needed to enable future NASA discoveries. NASA internships are designed to generate the following outcomes: 1) Seek to improve retention rates of students in NASA-relevant disciplines by increasing competencies through degree-relevant experience in applying classroom knowledge and skills, and by increasing motivation through building professional self-confidence and clarifying career opportunities; and 2) Generate useful, degree-relevant productivity to advance NASA's mission and directly benefit mentors' projects. For more information, visit <https://intern.nasa.gov>. This tactic supports HBCU goals 3 and 4.

Fellowships — Provide financial support towards the development and preparation of graduate student researchers, thereby addressing the critical shortage of qualified STEM professionals that the nation currently faces. NASA fellowships are competitive opportunities with the goal of strengthening the ability of academic institutions to enhance graduate-level education and training for students pursuing degrees in STEM disciplines. For more information, visit <https://www.nasa.gov/stem/fellowships-scholarships>. This tactic supports HBCU goals 3 and 4.

8 **Recruitment** — Deploy a diverse strategy that will maximize NASA's potential to reach HBCU candidates across multiple platforms and in multiple areas (e.g. NASA days — multi-day recruitment efforts held at HBCUs). Teams of NASA employees visit an institution (in person or virtually) to conduct workshops on Resume writing, applying for internships and mock interviews. Hiring managers are prepared to select qualified applicants onsite. As a sponsor of regional and national organized minority events and STEM-focused conferences, NASA also participates in career fairs and hiring events throughout the year to attract, recruit, and hire students and STEM professionals for a host of open opportunities at NASA centers and facilities. This tactic supports HBCU goals 3 and 4.

Points of contact:

Torry Johnson • torry.johnson@nasa.gov • 202- 358-5217, and
Elaine Ho • elaine.p.ho@nasa.gov • 202-358-1474

National Endowment for the Arts

Plan Point of Contact: William C. Maloney
Liaison: William C. Maloney
Representative: Ayanna Hudson

Agency Mission

Established by Congress in 1965, the National Endowment for the Arts (NEA) is the independent federal agency whose funding and support gives Americans the opportunity to participate in the arts, exercise their imaginations, and develop their creative capacities. Through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector, the NEA supports arts learning, affirms and celebrates America's rich and diverse cultural heritage, and extends its work to promote equal access to the arts in every community across America. Visit [arts.gov](https://www.arts.gov) to learn more about NEA.

Agency Goals

- 1 Support arts that meets the highest standards of excellence.
- 2 Cultivate public engagement with, and access to, various forms of excellent art across the nation.
- 3 Promote public knowledge and understanding about the contributions of the arts.
- 4 Enable the NEA mission through organizational excellence.

HBCU Goals

- 1 Every HBCU has benefited directly or indirectly from at least one National Endowment for the Arts grant.
 -  Education
 -  Academic Research Enterprise
 -  Supplemental Opportunities
- 2 Every local and state arts agency with an HBCU in their service area has worked with, or provided funding to, an HBCU.
 -  Economic Development & Competitiveness
 -  Supplemental Opportunities
- 3 The National Endowment for the Arts builds and maintains a network of HBCU partner organizations.
 -  Education
 -  Supplemental Opportunities

HBCU Metrics

- 1** Increase by five the number of applications submitted by HBCUs or by organizations partnering with an HBCU by FY 22.
- 2** Increase by 5 percent the annual percentage of local and state arts agencies reporting a partnership and/or administration of a grant award to an HBCU by FY 22. The target may be adjusted after collection of baseline data.
- 3** Increase by 10 percent the number of contacts made with HBCU partner organizations by FY 22. The target may be adjusted after collection of baseline data.



AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Conduct direct outreach to HBCUs.
- 2** Provide technical assistance to HBCUs to prepare a competitive application.
- 3** Create incentives for HBCU applications.
- 4** Survey state arts agencies and local arts agencies to determine the level of outreach to HBCUs to develop strategies for future partnership.
- 5** Identify and create partnerships with national, state, and local organizations working on behalf of HBCUs.

Tactics

- 1 Initiate and coordinate meetings with HBCUs to discuss guidelines and funding opportunities.
- 2 Include HBCU-related content across agency communication assets and widely disseminate it to the HBCU community.
- 3 Recruit HBCU faculty and staff to serve as panelists on grant review panels.
- 4 Provide intensive support to HBCU applicants for the Our Town grant program, which integrates the arts into community revitalization and economic development.
- 5 Include specific language in agency guidelines to encourage HBCU applications.
- 6 Explore distinctive funding categories for HBCUs in the agency guidelines.
- 7 Partner with the National Assembly of State Arts Agencies to design, disseminate, and analyze a state arts agency survey.
- 8 Partner with Americans for the Arts to design, disseminate, and analyze a local arts agency survey.
- 9 Research the mission, strategy, and conferences of organizations working on behalf of HBCUs.
- 10 Meet with organizations working on behalf of HBCUs to consider opportunities and alignment with Arts Endowment HBCU efforts.



NATIONAL
ENDOWMENT
FOR THE
HUMANITIES

National Endowment for the Humanities

Plan Point of Contact: Mary Macklem

Liaison: Vincent Ricardel

Representative: Mary Macklem

Agency Mission

The National Endowment for the Humanities (NEH) serves and strengthens our nation by supporting high-quality projects and programs in the humanities and by making the humanities available to all Americans. Visit NEH.gov to learn more about NEH.

Agency Goals

- 1 Provide opportunity and access for all Americans who wish to pursue knowledge in the humanities
- 2 Assist applicants and recipients with NEH application and award processes
- 3 Align agency activities with NEH founding legislation and current administration priorities
- 4 Coordinate federal governmentwide cultural initiatives

HBCU Goals

- 1 Increase outreach to minority-serving institutions and states that have historically been underrepresented in NEH's grantmaking activities.

 Supplemental Opportunities

- 2 Support fellowships and stipends that enable scholars at HBCUs and other institutions of higher education to devote a concentrated period of time to researching and writing on significant subjects in all fields of the humanities.

 Academic Research Enterprise

- 3 Support efforts of members of the HBCU community, including faculty, staff, and students, to deepen knowledge in the humanities and strengthen offerings in the humanities.

 Education

- 4** Preserve and protect America's cultural patrimony at HBCUs and beyond.



21st Century Infrastructure



Supplemental Opportunities

- 5** Fund projects at HBCUs that would advance the public's knowledge of the country's history and governing principles.



Economic Development & Competitiveness



Supplemental Opportunities

HBCU Metrics

- 1** Aim for an increase in the number of eligible applications submitted by HBCU-affiliated projects by 5 percent by FY 22.
- 2** Offer four grant-writing workshops and meetings (virtual or in-person) for HBCUs in FY 21 and FY 22.
- 3** Increase the number of HBCU-affiliated scholars and staff serving on review panels by 2 percent by FY 22.
- 4** Dependent on applications received and budget appropriations, aim for an increase in the number of awards made to HBCUs across the agency, with particular focus on the Awards for Faculty at HBCUs and Humanities Initiatives at HBCUs programs.
- 5** Increase the number of pre-application staff consultations, or responses to draft proposals, with applicants affiliated with HBCUs by 5 percent.

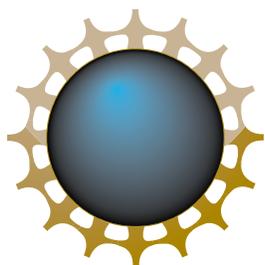
AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Increase efforts to recruit new peer-review panelists that are affiliated with HBCUs or have strong knowledge of HBCUs.
- 2** Continue to work with all members of Congress to strengthen connections to their local humanities organizations and spread awareness of all NEH grant opportunities, including grant opportunities specific to HBCUs.
- 3** Encourage applications from HBCUs by working closely with state humanities councils and the WHI-HBCU and by encouraging agency travel or virtual outreach to HBCUs.
- 4** Make use of data-gathering tools to measure how NEH grants made to HBCU-affiliated projects have had an impact on the national, state, and local levels.
- 5** Promote NEH-funded projects that pertain to HBCUs and their history.

Tactics

- 1** Read and respond to draft narratives (or provide pre-application consultations) for HBCU-affiliated projects planning to apply to the NEH Humanities Initiatives at HBCUs and Awards for Faculty at HBCUs programs, and other NEH programs where possible.
- 2** Identify, maintain, and make available to all staff a contact list of HBCU faculty and staff who might be interested in serving as peer reviewers across NEH programs.
- 3** Provide information to HBCUs about NEH paid internship opportunities, through email, social media, and the assistance of such organizations as the WHI-HBCU.
- 4** Expand NEH outreach to HBCUs through contact with organizations linked to the HBCU community, including relevant state humanities councils, the WHI-HBCU (and the HBCU Week Conference), NAFEO, and others.
- 5** Increase intra-agency awareness of HBCU outreach efforts and goals through informal gatherings, facilitated by members of the NEH HBCU working group.
- 6** Provide campus visits or grant-writing workshops regionally (virtual or in-person), in tandem with the state humanities councils in the states with HBCUs and/or the WHI-HBCU as appropriate.
- 7** Engage the HBCU community through one or more virtual “listen and learn” events, to assist the agency in learning more about humanities interests and goals of individual HBCU campuses.
- 8** Provide special encouragements for HBCU applicants in Notice of Funding Opportunities when appropriate.
- 9** When possible, encourage post-application consults and application resubmission for unsuccessful applicants from HBCUs in the areas of research, education, infrastructure and capacity building, digital humanities, public programs, and preservation and access.
- 10** Track media coverage and professional awards for NEH-funded projects involving HBCUs.



National Science Foundation

Plan Point of Contact: Dr. Suzanne Iacono

Liaison: Dr. Suzanne Iacono

Representatives: Bernice Anderson

Agency Mission

The National Science Foundation (NSF) was established to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense; and for other purposes.

Agency Goals

- 1 Expand knowledge in science, engineering, and learning.
- 2 Advance the capability of the nation to meet current and future challenges.
- 3 Enhance NSF's performance of its mission.

HBCU Goals

- 1 Leverage the diverse perspectives of HBCUs' researchers, educators, and community partners in pursuit of discovery and innovation.
 -  Education
 -  Academic Research Enterprise
- 2 Provide resources to junior/early career faculty to establish their research agenda.
 -  21st Century Infrastructure
 -  Academic Research Enterprise
- 3 Improve the knowledge transfer within the HBCU network.
 -  Education
 -  21st Century Infrastructure
- 4 Enhance the technical support to HBCUs.
 -  Education
 -  Academic Research Enterprise
 -  Economic Development & Competitiveness

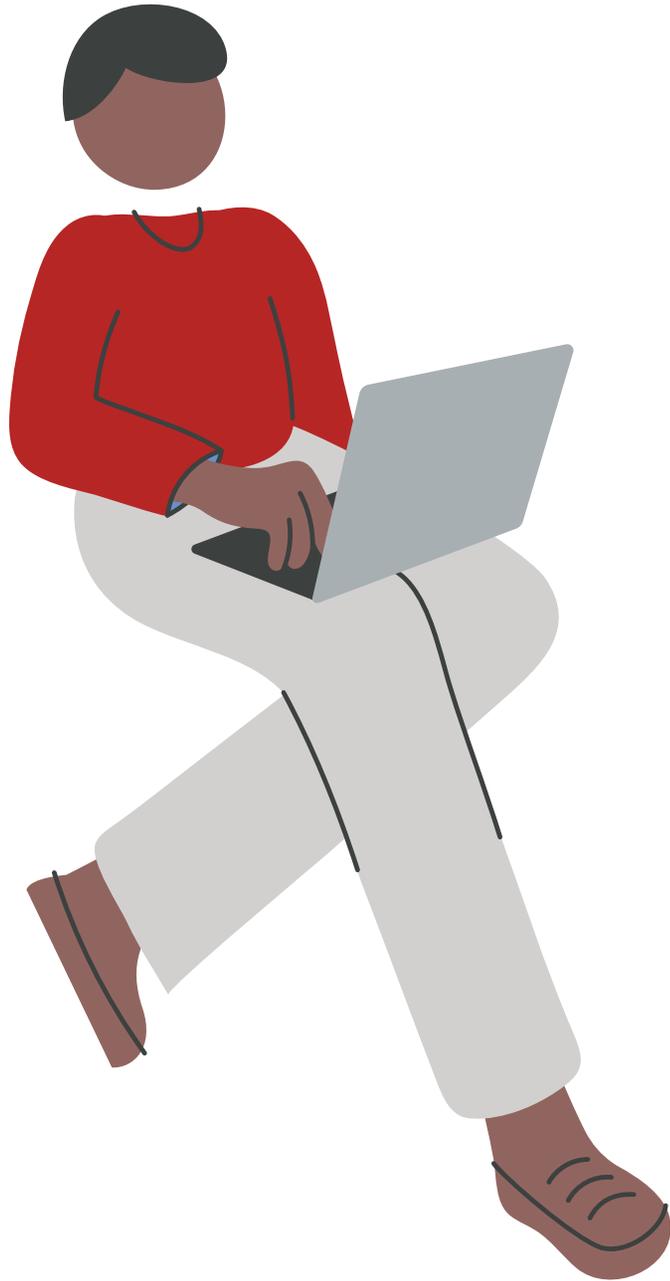
HBCU Metrics

- 1 Invest from the education and human resources appropriation approximately 8 to 9 percent of all IHE funding for HBCUs by FY 22.
- 2 Invest from the research and related activities appropriation approximately \$32 million for grants and cooperative agreements to HBCUs by FY 22.
- 3 Increase the visibility of at least three HBCU-led broadening participation research centers by FY 22.
- 4 Provide technical assistance to enable three to five HBCUs to compete successfully for funding from the Major Research Instrumentation Program by FY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 The Historically Black Colleges and Universities Undergraduate Program (HBCU-UP) will provide awards to strengthen STEM undergraduate education and research at HBCUs.
- 2 The HBCU Excellence in Research (EiR) program will support awards to stimulate sustainable improvement in HBCUs' research and development capacity and competitiveness within NSF's research programs.
- 3 HBCU Research Infrastructure for Science and Engineering (RISE), a track within the Centers of Research Excellence in Science and Technology Program will make awards that support the development of research capability at HBCUs that offer doctoral degrees in science and engineering disciplines.
- 4 The NSF Major Research Instrumentation Program will encourage HBCUs to submit competitive proposals to acquire critical research instrumentation for research and research training and/or develop next-generation research instruments that open new opportunities to advance the frontiers in science and engineering research.



Tactics

- 1** Support a portfolio of competitive awards to HBCUs that are investments in ideas, individuals, and infrastructure. (NSF Strategic Objective [SO] 1.1)
- 2** Promote HBCU-led partnerships to accelerate innovation and make visible diverse talent to meet pressing societal needs. (NSF SO 2.1)
- 3** Invest in HBCUs' development of a future generation of researchers and a scientifically skilled workforce via NSF's programs to broaden participation in STEM. (NSF SO 2.2)
- 4** Attract and recruit STEM talent from HBCUs for STEM positions at NSF, as well as support summer internship opportunities for HBCU undergraduate and graduate students (NSF SO 3.1)
- 5** Support HBCU-related networks and conferences as well as encourage HBCUs to be active participants in the NSF INCLUDES National Network (NSF SO 3.1)
- 6** Leverage information technology to improve outreach and technical assistance to the HBCU community, including hosting virtual listening sessions. (NSF SO 3.2)



Nuclear Regulatory Commission

Plan Point of Contact: **Tuwanda M. Smith, Esq.**

Liaison: **Vonna Ordaz**

Representative: **Tuwanda M. Smith, Esq.**

Agency Mission

The Nuclear Regulatory Commission (NRC) licenses and regulates the nation's civilian use of radioactive materials to provide reasonable assurance of adequate protection of public health and safety and to promote the common defense and security and to protect the environment.

Agency Goals

- 1 Ensure the safe use of radioactive materials.
- 2 Ensure the secure use of radioactive materials.

HBCU Goals

- 1 Increase employment of HBCU students, including through special hiring authorities.



Education



Economic Development & Competitiveness



Potential Supplemental Opportunities

- 2 Increase HBCU students' representation in NRC career development and placement programs.



Education



Economic Development & Competitiveness



Academic Research Enterprise

- 3 Increase the percentage and amount of funds awarded to HBCUs through contracts, grants, cooperative agreements, the NRC's Scholarship and Fellowship Program (including research and development), and other sources.



Education



Economic Development & Competitiveness



Academic Research Enterprise



Potential Supplemental Opportunities

- 4** Increase HBCU participation in NRC program-specific research and development opportunities.

-  Education
-  Economic Development & Competitiveness
-  Academic Research Enterprise
-  Potential Supplemental Opportunities

- 5** Increase HBCU participation in the NRC Small Business Program (i.e., outreach, training, counseling, and contract opportunities).

-  Education
-  Economic Development & Competitiveness
-  Academic Research Enterprise
-  Potential Supplemental Opportunities

HBCU Metrics

- 1** Twenty-five percent of campus-based recruitment events will be conducted at HBCUs, and the number of HBCU students offered noncompetitive employment will increase by 10 percent by the end of FY 22.
- 2** Increase HBCU student participation in five or more NRC career development and placement programs or initiatives by the end of FY 22.
- 3** Increase annual contracting with HBCUs to \$3 million by the end of FY 22.
- 4** Increase HBCU participation in research and development grant opportunities by five or more HBCUs and increase grant awards to \$3 million by the end of FY 22.
- 5** Increase small business outreach, training, and counseling geared towards NRC contracting opportunities to five or more HBCUs by the end of FY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** Increase HBCU outreach and workforce recruitment. The NRC Office of the Chief Human Capital Officer (OCHCO) and the Office of Small Business and Civil Rights (SBCR) will coordinate efforts to promote increased outreach to, and recruitment and hiring of, HBCU students. The HBCU strategic approach is linked to the NRC's Mission Strategic Plan for FY 2018–2022 (NRC's Strategic Plan), which states, "The agency's most valuable resource is its staff and its ability to recruit, hire, train, motivate, and retain qualified staff in a competitive job market is critical to meeting its strategic goals. The agency must also maintain a high performing diverse, engaged, and flexible workforce supported by a healthy organizational culture with a focus on safety, security, and continuous improvement to meet mission needs. This will require the NRC to better understand and meet the needs of its employees and become a more flexible and agile organization." The HBCU strategic approach is also linked to the NRC's Strategic Plan as identified in the NRC Strategic Plan, Appendix A, "External Factors," subsection, "Information Technology Advances." This section states, "Information technology developments in an increasingly mobile society will impact the agency's operations. The NRC will need to take advantage of technology to enable an effective and efficient work environment." The NRC's Strategic Plan also states, "The agency will need to develop and maintain a knowledgeable workforce capable of addressing both these technology and security challenges."
- 2** Increase representation of HBCUs in NRC career development and placement programs. SBCR will coordinate efforts with other NRC offices (e.g., OCHCO, Office of the General Counsel, Atomic Safety Licensing Board Panel, Office of International Programs, Office of Nuclear Regulatory Research (RES), and other technical and corporate offices) to promote the inclusion of HBCUs in recruitment outreach and to increase the inclusion of HBCU institutions and their students' participation in NRC's career development and placement programs. The HBCU strategic approach is linked to the NRC's Strategic Plan, which states, in part, that "key corporate functions, such as financial management, human resources management, and information technology management, play a key role in the agency's effective and efficient use of its resources to deliver mission value." Accordingly, the Workforce Dynamics and Information Technology Advances sections referenced under Strategy 1 are adopted and incorporated by reference under Strategy 2.
- 3** Increase the award of contracts, cooperative agreements, and other financial resources to HBCUs. SBCR will coordinate efforts with other NRC offices and programs (i.e., the Acquisition Management Division Small Business Program, RES, and other technical and corporate offices) to (1) help ensure notifications of agency funding opportunities are made available to the public HBCUs, (2) conduct equal employment opportunity monitoring of pre- and post-award grant/contract administration processes, and (3) promote inclusion of HBCUs in NRC contracting opportunities. The HBCU strategic approach is linked to the sections in the NRC's Strategic Plan, which are listed in this document under strategies 1 and 2.

4 Increase HBCU participation in research and development. SBCR will coordinate efforts with the NRC technical offices to promote partnerships with HBCUs around NRC-related and HBCU-led research and development project opportunities and activities. The HBCU strategic approach is linked to the NRC Strategic Plan sections described in this document under strategies 1 and 2. The HBCU strategic approach is also linked to the strategies and contributing activities to be performed under the NRC's Safety and Security Strategic Goals.

Additionally, the NRC is directed by the Atomic Energy Act of 1954, as amended,¹ to ensure the continued conduct of research and development and training activities by private or public institutions or persons, and to assist in the acquisition of an ever-expanding fund of theoretical and practical knowledge in fields such as nuclear processes; theory and production of atomic energy; use of special nuclear material and radioactive material for medical, biological, agricultural, health, or military purposes; and use of special nuclear material, atomic energy, and radioactive material and processes entailed in the use or production of atomic energy or material for all other purposes. The NRC is authorized to make grants and contributions to the cost of construction and operation of reactors and other

facilities and other equipment to colleges, universities, hospitals, and eleemosynary or charitable institutions for the conduct of educational and training activities relating to the cited fields; and to provide grants, loans, cooperative agreements, contracts, and equipment to institutions of higher education to support courses, studies, training, curricula, and disciplines pertaining to nuclear, security, or environmental protection, or any other field that the Commission determines to be critical to the regulatory mission of the Commission.² Under the Atomic Energy Act of 1954, as amended, Section 244, "Partnership Program with Institutions of Higher Education," the NRC may establish and participate in activities relating to research, mentoring, instruction, and training with institutions of higher education, including HBCUs, to (1) educate and train students (including present or potential employees of the Commission) and (2) conduct research in the field of science, engineering, or law, or any other field that the Commission determines is important to the work of the Commission³.

¹ The Atomic Energy Act of 1954, as amended, Section 31, "Research Assistance" (42 USC 2051).

² Public Law 109-58, Title VI § 651(c)(1), 119 Stat. 801 (2005).

³ Public Law 109-58, Title VI § 651(c)(4), 119 Stat. 802 (2005).

Tactics

- 1** OCHCO and SBCR will collaborate on the NRC's annual recruitment schedule to ensure the inclusion of HBCUs; monitor recruitment outreach, competitive and noncompetitive hiring practices, and agencywide use of special hiring authorities; develop planning strategies; address issues and concerns; and identify and eliminate barriers to employment at the NRC.
- 2** The Office of RES will promote inclusion of HBCUs in the NRC's Integrated University Program for Scholarship and Fellowship and other program opportunities.
- 3** OCHCO and SBCR will promote HBCU representation among entry-level hires by referring eligible HBCU student applicants to NRC hiring officials and managers for consideration for full-time, cooperative education positions, career development positions (e.g., the Nuclear Regulator Apprenticeship Network), and summer employment in various technical and professional occupations. OCHCO will encourage offices to use hiring authorities available. SBCR will monitor and report on agencywide hiring and recruiting efforts associated with securing a high-performing diverse workforce at all levels.
- 4** SBCR will coordinate efforts with NRC offices on inclusion and increased representation of HBCU students in NRC educational programs and activities that include, but are not limited to, the (1) Integrated University Program (Grant Scholarship and Fellowship program), (2) Research Program, (3) Other Scholarship and Fellowship programs, (4) Honor Law Graduate Program, (5) Law Clerk Program, (6) Nuclear Regulator Apprenticeship Network, (7) International program activities, and (8) cooperative education.
- 5** SBCR will coordinate efforts with RES to help achieve the goals in the HBCU Strategic Plan related to increasing HBCU participation in NRC research projects and activities.
- 6** SBCR will coordinate efforts with NRC offices/NRG leadership on ways the NRC can exercise the agency's authority to provide grants, loans, cooperative agreements, contracts, and equipment to institutions of higher education (i.e., HBCUs) to support courses, studies, training, curricula, and disciplines pertaining to nuclear, security, or environmental protection, or any other field that the commission determines to be critical to the regulatory mission of the commission.
- 7** The NRC/SBCR Small Business Program will make available training, workshops, and one-on-one counseling to HBCUs to help them gain insight on marketing to the federal government and the NRC; to learn best practices for conducting business with the NRC and federal agencies; and to explore concepts to develop and potentially adopt an HBCU Historically Underutilized Business Zone (HubZone) program.
- 8** The NRC/SBCR Minority Serving Institutions Program/ Affirmative Employment and Diversity Management Program will help promote public-private partnerships and experiences that meet student needs and produce a diverse skilled future workforce to serve the nation, the NRC, and industry.



Office of Personnel Management

Plan Point of Contact: Lawrence President
Liaison: Samuel F. Wright
Representative: Lawrence President

Agency Mission

The U.S. Office of Personnel Management (OPM) provides human resources leadership and support to federal agencies and helps the federal workforce achieve their aspirations as they serve the American people. OPM offers human resources and employee management services, administers retirement benefits, manages healthcare and insurance programs, oversees merit-based and inclusive hiring into the civil service, and provides a secure employment process.

Agency Goals

- 1 Transform hiring, pay, and benefits across the federal government to attract and retain the best civilian workforce.
- 2 Improve integration and communication of OPM services to federal agencies to meet emerging needs.

HBCU Goals

- 1 Strengthen relationships and improve communication and coordination with HBCUs to attract students and recent graduates.
 -  Supplemental Opportunities
Informational outreach activities
- 2 Serve as a platform for federal agencies to share effective recruiting practices and success stories in improving the participation of HBCU students in federal employment programs, including internships.
 -  Supplemental Opportunities
Informational outreach activities

HBCU Metric

- 1 By 2022, OPM plans to increase outreach efforts to HBCUs, especially to students attaining degrees in the fields of STEM and mission-critical occupations.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Collaborate with federal, nonprofit, and academic partners to attract a diverse, talented candidate pool.
- 2 Establish OPM as the trusted human capital management advisor by improving the timeliness and consistency of human capital services provided to the federal government.
- 3 Align outreach and recruitment efforts for the most commonly filled positions with outreach to HBCU students and recent graduates for internships and entry-level career opportunities.

Tactics

- 1 Deliver briefings to educate HBCU students and career counselors about federal careers, by conducting presentations on the Pathways Program for students and recent graduates, federal resume writing, navigating USAJOBS/finding and applying for jobs in the federal government, and interviewing for federal jobs.
- 2 Collaborate with federal agencies through interagency workgroup councils, composed of agency representatives, to provide awareness of internship opportunities and find effective ways to share information with HBCU career counselors, federal employee resources groups and other affinity organizations and stakeholders.
- 3 Coordinate with OPM's Congressional, Legislative and Intergovernmental Affairs Office to share information with members of Congress with HBCUs in their districts to engage with the HBCUs via webinars and in person events.
- 4 Disseminate federal employment information to enhance knowledge of job opportunities for students attending HBCUs and conduct outreach and recruitment to HBCUs to encourage interest in the federal government as an employer of choice.
- 5 Increase outreach and access to HBCUs to federal career opportunities to address some of the most critical skills gaps in the federal workforce, especially in the areas of STEM and cybersecurity.



Office of the Director of National Intelligence

Plan Point of Contact: Heather Nelson

Liaison: Rita Sampson

Representative: Heather Nelson

Agency Mission

The mission of the Office of the Director of National Intelligence (ODNI) is to provide timely, insightful, objective, and relevant intelligence and support to inform national security decisions and to protect our nation and its interests.

Agency Goals

- 1** Cyber Threat Intelligence: Detect and understand cyber threats from state and nonstate actors engaged in malicious cyber activity to inform and enable national security decision making, cybersecurity, and the full range of response activities.
- 2** Counterterrorism: Identify, understand, monitor, and disrupt state and nonstate actors engaged in terrorism and related activities to defeat threats to the United States, and its people, interests, and partners.
- 3** Counter proliferation: Detect, characterize, and disrupt activities of state and nonstate actors engaged in the proliferation of weapons of mass destruction (WMD) and their means of delivery to defeat WMD threats to the United States, and its people, interests, and partners.
- 4** Counterintelligence and Security: Detect, understand, deter, disrupt, and defend against threats from foreign intelligence entities and insiders to protect U.S. national and economic security.
- 5** Innovation: Find, create, and deploy scientific discoveries and new technologies, nurture innovative thought, advance tradecraft, and constantly improve mission and business processes to advance the intelligence community (IC) in a rapidly changing landscape.

HBCU Goals

- 1** Expand education and training in science, technology, engineering, and mathematics (STEM) and data analytics and related fields of study to create opportunities tailored for the production, dissemination, and release of actionable cyber threat intelligence to support the defense of vital information networks and critical infrastructure.

 - 
Education
 Promote HBCU student achievement, fostering educational excellence and institutional development to build capacity and creativity to support civil society and strengthen local economies.

- 2** Collaborate with HBCU's to develop a next-generation workforce in STEM and data analytics to broaden and deepen the intelligence community ecosystem's strategic knowledge of the global terrorism landscape intelligence production.

 - 
Academic Research Enterprise
 Increase the competitiveness and capabilities of HBCU undergraduate students, graduate students, postdoctoral students, and early career faculty by improving their awareness of, and ability to compete for opportunities in, the many facets of the U.S.'s academic research enterprise. Additionally, strengthen the research competitiveness of HBCU through improving the ability of faculty to develop sustainable expertise and long-term plans for their research program and career trajectories.

- 3** Develop a next-generation workforce to maintain and enhance intelligence capabilities to advance an understanding of foreign WMD programs, related technologies, materials, or expertise to effectively inform interagency counter proliferation strategic planning and operations.

 - 
Economic Development & Competitiveness
 Leverage HBCUs as economic anchors, helping institutions provide experiences that meet student needs and promote community prosperity, including, among other things, public-private partnership formation; access to relevant data and research and development opportunities; and capacity building and technical assistance related to broadly defined innovation and entrepreneurship ecosystem-building and other development, aligned with U.S. competitiveness priorities.

- 4** Expand education and training in STEM- and data analytics-related fields of study to create opportunities tailored to develop and implement new capabilities to detect, deter, and disrupt foreign intelligence entity activities and insider threats.

 - 
Education
 Promote HBCU student achievement, fostering educational excellence and institutional development to build capacity and creativity to support civil society and strengthen local economies.

- 5 Explore novel operational applications of technology in research and other resources with HBCU's institutions to advance tradecraft and achieve mission advantage.



Academic Research Enterprise

Increase the competitiveness and capabilities of HBCU undergraduate students, graduate students, postdoctoral students, and early career faculty by improving their awareness of, and ability to compete for opportunities in, the many facets of the U.S.'s academic research enterprise. Additionally, strengthen the research competitiveness of HBCU through improving the ability of faculty to develop sustainable expertise and long-term plans for their research program and career trajectories.

HBCU Metrics

- 1 Build bridge programs to IC careers from K-12 and beyond, with special emphasis in STEM and professional fields in targeted demographic markets.
- 2 Partner with diversity, human resources, security, and innovation partners to measurably increase the hiring of women and minorities in the IC by a minimum of 2 percent by the end of FY 22.
- 3 Utilize resources and training to collateral duty professionals in support of IC HBCU diversity outreach, including employee resource groups, alumni networks, and IC Affinity Networks (ICAN).
- 4 Develop and launch marketing campaigns and activities to brand the IC more effectively in HBCU markets and increase the education, awareness, and understanding of IC missions and career opportunities.
- 5 Establish partnerships to invest/partner with HBCUs on STEM research and development.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Build partnerships and expand networks to inform HBCUs on the unique mission and priorities of the IC.
- 2 Increase outreach to HBCUs in order to provide timely information regarding opportunities to compete for grants, contracts, and career programs available to HBCU faculty and students.
- 3 Increase opportunities for research and development with HBCUs in support of IC priorities.
- 4 Design unique HBCU outreach and recruitment efforts to increase the diversity of applicants for employment and internships.

Tactics

- 1 IC leaders facilitate panels and participate as keynote speakers for events hosted or attended by HBCU faculty and students.
- 2 Increase awareness of IC jobs and career opportunities to increase recruitment of HBCU students.
- 3 Increase engagement and collaboration with HBCU faculty members and grow the network of senior HBCU administrators.
- 4 Partner with HBCUs by placing senior executive officers at the institution to cultivate relationship and work to enhance the relationship with the IC.
- 5 Leverage social media to engage with HBCU faculty, staff, and student about fellowship opportunities.
- 6 Expand the IC's participation in HBCU partnership grants, contracts, programs, or memoranda of understanding.
- 7 Broaden the IC's outreach and recruitment presence at HBCU conferences and career fairs.
- 8 Increase funding to expand the IC's HBCU outreach and recruitment.



Peace Corps

Plan Point of Contact: Shannon Kendrick

Liaison: Shannon Kendrick

Representative: Dwayne Matthews

Agency Mission

The Peace Corps' mission is promoting world peace and friendship through community-based development and cross-cultural understanding.

Agency Goals

- 1** Sustainable change: Foster positive individual, organizational, and community change through Peace Corps Volunteer (Volunteer) and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill-building, and cultural exchange.
- 2** Promotion: The Peace Corps' strength lies in the promotion of individual, community, and organizational development through effective engagement in local partnerships, evidence-based programs, and the intercultural exchange of knowledge, skills, experiences, and values.
- 3** Partnerships: Volunteers and program staff working with local counterparts, partner agencies, and government entities are also seen as catalysts for increasing engagement and interaction with individuals and organizations with common objectives.
- 4** Building leaders of tomorrow: Strengthen American communities and organizations by enabling returned Volunteers to reinvest the skills and abilities gained during their service.

HBCU Goals

- 1** Build a strong, long-term, ongoing collaborative relationship with a Washington, D.C., Maryland, or Virginia (DMV)-based HBCU to identify and promote mutual goals in advancing sustainable change.

 Education
- 2** Market campaigns targeted towards HBCU audiences featuring returned Volunteers who are HBCU graduates.

 Economic Development & Competitiveness
- 3** Increase collaboration through three formal Peace Corps university engagement programs.

 Economic Development & Competitiveness
- 4** Develop opportunities for returned Volunteers to share their service experience with HBCU classrooms and events.

 Education

HBCU Metrics

- 1** Build a solid, ongoing partnership with at least one DMV-based HBCU to collaboratively advance mutually sustainable goals by EOFY 21.
- 2** Develop a targeted marketing campaign that appeals to HBCU students and encourages Volunteer service and agency-career service in the Peace Corps by EOFY 21.
- 3** Add at least one additional HBCU to one of three Peace Corps university engagement programs (Paul D. Coverdell Fellows, Peace Corps Prep, or Campus Ambassadors) by EOFY 22.
- 4** Create at least three returned Volunteer 3rd Goal speaking opportunities at HBCUs by EOFY 21.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 Partner with an HBCU to identify an area the Peace Corps could collaborate on to advance community change through Volunteer and stakeholder engagement, collaborative community relationships, the mobilization of local resources, skill-building, and cultural exchange.
- 2 Develop a marketing campaign promoting the Peace Corps' diverse Volunteers within all marketing materials, highlighting the experience of minority Volunteers who have served.
- 3 Continue outreach efforts to HBCUs that see value in partnering with Peace Corps through unique opportunities for students at all levels to get involved in serving while pursuing their education goals.
- 4 Reach out to HBCU professors to learn if they would welcome presentations from returned Volunteers to share about their experiences serving the U.S. abroad.

Tactics

- 1 With Howard University (HU) now located less than two miles away from its new HQ location, Peace Corps will reach out to HU's leadership to set up a meeting to discuss potential areas of collaboration and where HU might find Peace Corps as a resource. Peace Corps seeks to establish a relationship that will allow both organizations to share cultural experiences and learning exchanges domestically and abroad, in hopes of bringing the Peace Corps experience to the campus and classrooms and the HBCU technological and cultural experience to Volunteer service and agency culture.
- 2 Featuring past Volunteers who graduated from HBCUs, the agency will support Peace Corps' Volunteer Recruitment and Selection Team with producing a targeted marketing campaign to share the living and working abroad experience with students, in an effort to inspire the start of a foreign service or international service career path through Peace Corps.
- 3 Support Peace Corps' university programs director in identifying HBCUs the agency can effectively reach out to in an effort to advance its goal of developing partnerships in all three university-specific programs it offers by EOFY 22.
- 4 Reach out to a local HBCU to collaboratively host a public thought leaders forum to feature national Volunteer service, higher education, technological advancement, and cultural learning.



U.S. Small Business

Small Business Administration

Plan Point of Contact: Allen Gutierrez
Liaison: Allen Gutierrez
Representative: Marcus Harris

Agency Mission

The U.S. Small Business Administration's (SBA's) mission is to help Americans start, build, and grow their businesses.

Agency Goals

- 1 Support small business revenue and job growth.
- 2 Build healthy entrepreneurial ecosystems and create business friendly environments.

HBCU Goals

- 1 Educate and inform HBCUs on federal contracting opportunities within SBA and with other federal partners.
 -  Academic Research Enterprise
 -  Economic Development & Competitiveness
 -  21st Century Infrastructure
- 2 Promote SBA program/field staff and resource partners' engagement and collaboration with HBCU.
 -  Education
 -  Economic Development & Competitiveness

HBCU Metrics

- 1 SBA will host HBCU entrepreneurship summits with district offices and resource partners to inform HBCU faculty and staff, as well as the surrounding community, on technical assistance and resources SBA offers to support entrepreneurial ecosystems on HBCU campuses and in underserved communities.
- 2 SBA will elevate the awareness of HBCUs to compete for federal grants and contracts through coordinating informational sessions to promote HBCU participation in the annual SBA SBIR/STTR Road Tour.
- 3 SBA will promote collaboration between HBCU and the SBA district offices, encouraging the formation of strategic alliance memorandums with the nation's HBCUs where opportunities are present.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1 SBA will invite HBCU administrators, faculty, and staff to participate in SBIR virtual weeks, and any relevant federal contracting events, through conducting outreach calls and webinars.
- 2 When applicable, SBA encourages HBCUs to apply for grant opportunities, when available in their respective states, for Small Business Development Centers (SBDC) or Women's Business Centers (WBC) on their campuses. (NOTE: Given the unique nature of SBA's grantmaking process, SBA is not able to project the number of awards or what additional funding may become available in FY 21 and FY 22.)
- 3 SBA will utilize the Office of Entrepreneurial Education's Learning Center to provide training to HBCU faculty and students concerning how to start a small business.

Tactics

- 1 HBCU intra-agency working group — SBA has established an intra-agency working group to pursue additional accountability, supervision, and communication among all SBA offices and programs building capacity with HBCU institutions and the communities they serve.
- 2 Collaborate with district offices and resource partners to improve reporting on HBCU outreach. The agency has continued to establish a clear line of communication and reporting between SBA headquarters, field offices, and resource partners. The intra-agency working group has created a seamless vehicle in which all SBA offices will report their accomplishments during the year via a portal designated for capturing their activities.



Social Security Administration

Plan Point of Contact: Claudia J. Postell
Liaison: Claudia J. Postell
Representative: David E. Smith

Agency Mission

The Social Security Administration (SSA) administers three programs under the Social Security Act—Old-Age and Survivors Insurance, Disability Insurance, and Supplemental Security Income—to provide vital support to some of the most vulnerable members of society.

Agency Goals

- 1** Deliver services effectively.
Strategic Objectives:
 - A. Improve service delivery.
 - B. Expand service delivery options.
- 2** Improve the way we do business.
Strategic Objectives:
 - A. Streamline Policies and Processes; and
 - B. Accelerate Information Technology Modernization.
- 3** Ensure stewardship.
Strategic Objectives:
 - A. Improve Program Integrity;
 - B. Enhance Fraud Prevention and Detection Activities;
 - C. Improve Workforce Performance and Increase Accountability; and
 - D. Increase Organizational Effectiveness and Reduce Costs.

HBCU Goals

- 1 Share job vacancies with HBCUs to support jobs linked to agency goals: Share information with HBCU students from various specialized areas on career opportunities in the agency's multifaceted specialized workforce areas. Filling these targeted career opportunities will enhance intra-agency and external customer service needs, increase organizational effectiveness, enhance fraud prevention and detection, improve work performance and increased accountability, and advance organizational efforts to improve program integrity.



21st Century Infrastructure

Increase interaction with HBCUs through various modalities to recruit students aligned with Framework priority areas of 21st-century Infrastructure that will enable the agency to improve its accuracy and efficiency. Alliances with HBCUs offering specialized curricula can enhance the ability to modernize infrastructure and transform how the agency evaluates its business processes to improve how it delivers service to the public.

- 2 Link internship opportunities to job vacancies: Provide internship opportunities to HBCU students that assist the agency in filling gaps in components areas where hiring is not available. These opportunities provide students with real-life work experiences for their resumes and provide the agency with much-needed innovation to improve service delivery, accelerate information technology modernization, and streamline policies and procedures.



Education

Establish volunteer internships to provide educational experience and support by promoting HBCU student achievement and providing the students access to relevant real-world data, research, and development opportunities outside of the classroom. Completing an internship with SSA will also increase the competitiveness and capabilities of HBCU undergraduate students.

- 3 Solicit grant proposals from HBCUs to support agency research: Increase solicitation of research proposals from HBCU students and faculties for 1) SSA's Analyzing Relationships between Disability, Rehabilitation, and Work (ARDRAW) small grant program, and 2) the Retirement and Disability Research Consortium (RDRC). The ARDRAW small grant program's purpose is to pursue research that will provide evidence for policymaking and improvement, particularly in relation to SSA's employment support programs. The RDRC is an extramural research program that provides funding to four research centers at Boston College, the University of Michigan, the National Bureau of Economic Research, and the University of Wisconsin-Madison, and may assist the agency in establishing policies to improve the way the agency does business to lower program and administrative costs.



Education



21st Century Infrastructure



Economic Development & Competitiveness



Academic Research Enterprise

Continue the agency's ARDRAW small grant program. This program aligns with the following priority areas: education, 21st-century infrastructure, economic development and competitiveness, and academic research enterprise. This is a one year, \$10,000 stipend program awarded to graduate-level students to conduct supervised independent research designed to foster new analysis of work, rehabilitation, and disability issues, which may develop innovative and fresh perspectives on disability. SSA's grant program focuses on research relevant to the agency's rehabilitation, work, and disability program. Work in this area can modernize disability case processing, thereby potentially easing the application process for disability beneficiaries.

- 4** Encourage STEM and other fields of study for potential positions at SSA: Promote quantitative fields of study at HBCUs as a way to help produce candidates with appropriate training for some specialized components within SSA's workforce, such as, but not limited to, accounting, mathematics, business administration, and engineering. A well-trained workforce is critical to support SSA's goal of ensuring stewardship and maintaining program integrity. The agency's mission of monitoring the financial soundness of the Social Security Trust Funds is a critical aspect of maintaining the integrity of the Social Security program, and the agency relies on a workforce trained in quantitative fields to carry out its work.



Education



21st Century Infrastructure



Economic Development & Competitiveness



Academic Research Enterprise

Continue agency employee attendance at training programs sponsored by HBCUs to assist in strengthening the research competitiveness of HBCUs by supporting the ability of faculty to develop sustainable expertise and long-term plans for their research programs and career trajectories. This aligns with the following priority areas: education, 21st-century infrastructure, economic development and competitiveness, and academic research enterprise.

HBCU Metrics

- 1** Attend a minimum of 20 recruitment events, nationwide in FY 21 and FY 22.
- 2** Establish partnerships with a minimum of three HBCU career centers to secure volunteer internship candidates in FY 21 and FY 22.
- 3** Provide funding announcement information to points of contact at HBCUs to encourage the submission of research proposals for the ARDRAW small grant program. ARDRAW will provide \$5,000 each to five scholars, which may include scholars from HBCUs and minority-serving institutions (MSIs) under the Junior Scholar Intensive Training (JSIT) Program in FY 21 and FY 22.
- 4** Establish communication with a minimum of four HBCU mathematics departments to discuss possible involvement with the agency for educational purposes in FY 21 and FY 22.

AGENCY ACTIONS: STRATEGIES AND TACTICS

Strategies

- 1** SSA will:

 - Attend various HBCU recruiting events and provide information on SSA employment opportunities to targeted students majoring in accounting, business administration, mathematics, etc. to increase organizational effectiveness and reduce cost, enhance fraud prevention and detection to minimize expenditures, improve work performance and increased accountability, and advance its organizational efforts to improve program integrity.
 - Collaborate with HBCU students, faculty, and administrators during recruitment events (e.g. career fairs, career expos, and internship and networking fairs) to provide the agency with an opportunity to highlight various employment opportunities available in the organization.
 - Collaborate with the Office of Personnel's recruitment area to determine the number of career fairs attended and determine if the agency's hires have increased in targeted areas.
 - Utilize OPM's USAJOBS web-based recruitment and applicant system in an effort to reach individuals across the country. The system provides applicants up-to-date access to SSA vacancies.

- 2** SSA will:

 - Market SSA internship opportunities through collaboration with its strategic partners at HBCUs.
 - Explain ways that the agency's programs and services benefit HBCUs by communicating and collaborating with a network of noncompetitive eligibility contacts that include the agency's national veterans' outreach and selective placement coordinators, career one stop centers, and college/university disability and career services.

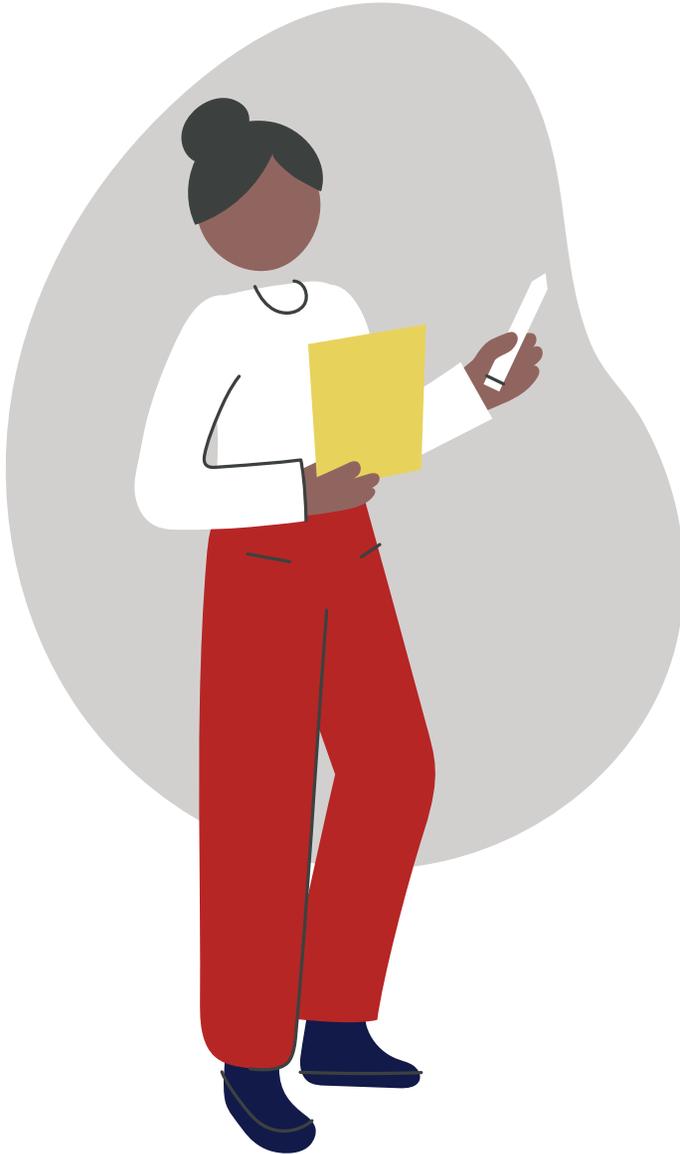
- 3** SSA will:

 - Solicit research proposals from, and provide training opportunities to, various HBCUs and MSIs as part of the RDRC, an extramural research program that provides funding to four research centers at Boston College, the University of Michigan, the National Bureau of Economic Research, and the University of Wisconsin-Madison. In past years, the RDRC has provided funding for research projects that included a (co)author from an HBCU/MSI. For FY 21 and FY 22, SSA anticipates receiving research proposals from researchers at HBCUs/MSIs.
 - Continue to fund the JSIT program offered through the University of Wisconsin-Madison RDRC center in partnership with the Center of Race and Wealth at Howard University. JSIT includes a one-week workshop—bringing together Ph.D. students and newly graduated Ph.D. researchers from underrepresented racial and ethnic populations for a one-week, intensive interdisciplinary training—as well as a small grant competition and ongoing mentorship. Work in this area can modernize agency interaction with beneficiaries and recipients.

- 4** SSA will:
- Provide agency employees opportunities to attend HBCU training programs that will enable the ability to strengthen the research competitiveness of HBCUs by supporting faculty in developing sustainable expertise and long-term plans for their research programs and career trajectories. This support for training opportunities promotes well-trained potential candidates for the agency's components with a need for specialized knowledge or skills. Support in this area will also enable the institutions to perform as economic anchors for their communities.
 - Continue communications established with some HBCUs (e.g., Morgan State University) with participation in their programs for mathematics students interested in the actuarial profession.

Tactics

- 1** SSA will:
- Continue to target a broad range of applicants for external recruitment opportunities using the agency's Handshake account. This is a web application used by colleges and universities dedicated to connecting recent graduates with employment opportunities. The agency will work to strengthen its relationship with HBCUs through this application to recruit students in a variety of disciplines.
 - Work with college/university recruitment offices and encourage them to advertise vacancy announcements on job bulletin boards to inform students and alumni of job opportunities.
 - Continue to participate in recruitment events, such as career fairs, and continue online recruitment through colleges and university websites to solicit interest in the agency's internship programs.
 - Invite hiring managers or designees to attend recruitment events to explain the skill sets SSA seeks as an organization, as well as to share how SSA can help students develop their intended areas of expertise.
- 2** SSA will:
- Solicit colleges/universities with renowned programs in information technology, criminal justice, law, etc. for the Pathways Program, unpaid interns, and other opportunities to attract qualified applicants to enhance its strategic objective of educating the public on the agency's secure online service delivery and expand service delivery options.
 - Inform students attending HBCUs of intern programs and student hire programs, such as the Pathways Program. Have managers involved in the recruitment process by conducting outreach efforts on an ongoing basis.



- 3** SSA will:
- Conduct targeted outreach to universities through emails through the RDRC centers, distributing grant opportunities using the agency's website, and via the direct involvement of Howard University under the JSIT program.
 - Provide funding announcement information to points of contact at all HBCUs to encourage the submission of research proposals for the ARDRAW small grant program.
- 4** SSA will:
- Contact career-development offices at HBCUs, and open channels of communication between upcoming graduates with quantitative backgrounds and quantitative-oriented components at SSA.
 - Continue to deliver presentations for undergraduates at HBCU mathematics departments on the work of actuaries at SSA, and the educational requirements necessary to qualify as candidates for actuarial positions.

Contact the Initiative

To learn more about the White House Initiative on Historically Black Colleges and Universities, please visit our website at <https://sites.ed.gov/whhbcu/one-hundred-and-five-historically-black-colleges-and-universities/>.

If you have questions regarding this document, please email the Initiative at OSWHI-HBCU@ed.gov.

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