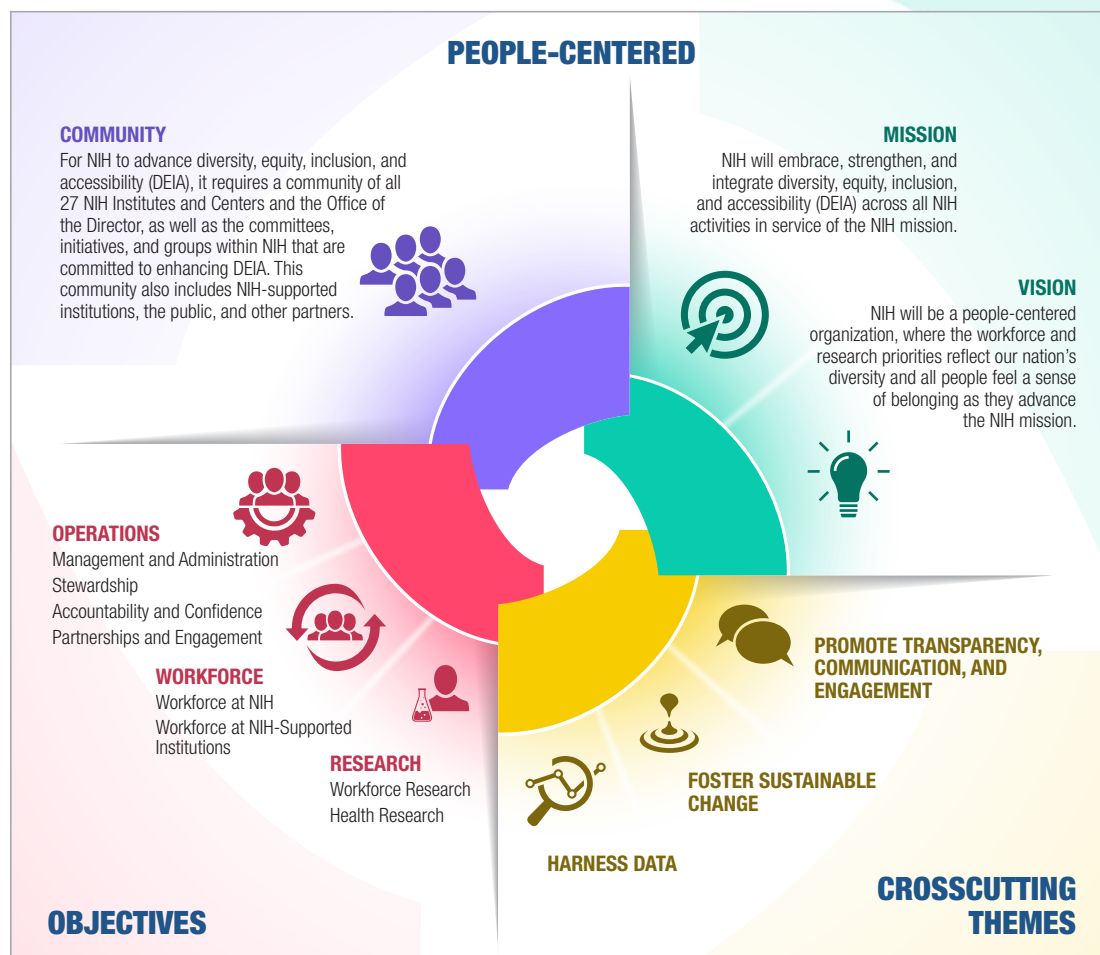


Fiscal Years 2023–2027 NIH-Wide Strategic Plan for DEIA

Overview: As NIH works to turn discovery into health, the agency recognizes that principles of diversity, equity, inclusion, and accessibility (DEIA) are intrinsic to the achievement of better health for all. This Strategic Plan prioritizes NIH's role as a people-centered organization by uplifting its **Community** and articulating NIH's **Vision** for enhancing DEIA in its operations, workforce, and research and NIH's **Mission** for how to realize that vision. The Plan applies to both the internal NIH workforce (i.e., those working at NIH facilities, such as intramural researchers and other federal employees) and the external NIH-supported workforce (i.e., extramural researchers working at institutions receiving financial support from NIH). The Plan may serve as a roadmap for NIH-supported institutions as they work to advance DEIA within their organizations.



Strategic Plan Framework

Plan Development: The Strategic Plan was developed by a working group with members from every NIH Institute and Center and many Offices within the Office of the Director to represent the range of NIH's activities and research portfolio. Composed of more than 100 people, the working group was co-chaired by NIH's Chief Officer for Scientific Workforce Diversity; the Director of the Office of Equity, Diversity, and Inclusion; and the Director of the Office of Human Resources. It was coordinated by the Division of Program Coordination, Planning, and Strategic Initiatives. Internal and external feedback on the proposed Framework for the Plan was gathered through a Request for Information and webinar. Additionally, an inventory of more than 1,700 NIH DEIA activities was developed, a sampling of which are included as illustrative examples throughout the Plan.

Framework: The NIH-Wide Strategic Plan for DEIA is harmonized to the Framework of the NIH-Wide Strategic Plan for Fiscal Years 2021–2025, with NIH's DEIA priorities organized around accomplishments, needs, opportunities, and challenges in three key areas or **Objectives**—**Operations**, **Workforce**, and **Research**—and their underlying subobjectives. For each subobjective, goals are identified, along with strategies to achieve these goals. To illustrate the types of activities that may drive progress toward each goal, a sampling of new and ongoing activities is included under many of the strategies. There are also three **Crosscutting Themes**, which are common approaches across all objectives of the Plan that are integral to realizing NIH's vision.

Crosscutting Themes

Promote Transparency, Communication, and Engagement to Advance DEIA

To fulfill the mission and vision of this Plan, it is essential that NIH communicate its priorities and actions in a way that is transparent and encourages multidirectional dialogue and engagement. Transparent communication and engagement will help NIH better understand issues and identify solutions from multiple perspectives.

Foster Sustainable Change to Advance DEIA

To achieve institutional and research excellence, NIH must foster and sustain an inclusive and equitable culture that embraces DEIA, both in the workplace and in the pursuit of biomedical and behavioral science. The true measure of success for cultural change is belonging—the feeling and knowledge of being included in the NIH mission.

Harness Data to Advance DEIA

The collection, use, sharing, and analysis of metrics and data is critical to ensuring that NIH activities to advance DEIA are having the intended effects and are contributing to progress toward the goals set forth in this Plan. Data will be used both to inform internal decision-making and to fulfill NIH's promise to be accountable to the public.

Objectives

Objective 1: Grow and Sustain DEIA Through Structural and Cultural Change

The culture of an organization is impacted by the structures in place, such as policies, practices, processes, and priorities. NIH must endeavor to ensure that all aspects of the management and operation of the agency itself, its stewardship of biomedical and behavioral research, engagement with internal and external community members, and partnerships with other organizations are assessed and optimized to reach their full potential toward advancing DEIA over the next five years.

Optimizing Management and Administration: Communicates the integration of DEIA principles into all aspects of NIH's operational processes to maximize organizational effectiveness, ensure equity and program integrity, minimize enterprise risk and operational failure, and foster widespread cultural change.

Fostering a Culture of Good Scientific Stewardship: Focuses on NIH policies and processes to ensure effective use of funding approaches that advance DEIA throughout the biomedical and behavioral research enterprise.

Ensuring Accountability and Fostering Confidence: Articulates NIH's commitment to clear, transparent communication of its actions, progress, and results supporting DEIA. Included are NIH efforts already underway to promote civility and respectful behavior and to not tolerate harassment or discrimination.

Leveraging External Partnerships and Community Engagement: Describes how NIH will leverage external partnerships and community engagement to achieve common goals vital to the entire NIH research enterprise to create and sustain an inclusive culture.

Objective 2: Implement Organizational Practices to Center and Prioritize DEIA in the Workforce

The biomedical and behavioral research workforce—including researchers and the many professionals who support the biomedical and behavioral research enterprise—is the engine that drives NIH to achieve its mission of turning discovery into health. Over the next five years, NIH is committed to implementing sustainable organizational practices to center and prioritize DEIA in this workforce to bring about positive and enduring change.

Cultivating DEIA Within the Workforce at NIH: Focuses on the internal NIH workforce, which includes those working at NIH in biomedical and behavioral research, health, and infrastructure occupations, including federal employees, volunteers, trainees, and job applicants. A key priority is that the entire workforce—regardless of race, ethnicity, sexual orientation, gender identity, age, language, abilities, or other defining characteristics—feels welcome and valued.

Strengthening DEIA Within the Workforce at NIH-Supported Institutions: Focuses on the workforce at NIH-supported institutions and NIH's commitment to funding a broad range of institutions and organizations to address the nation's biomedical and behavioral research needs by ensuring that a diverse and inclusive pool of researchers and topic areas are supported.

Objective 3: Advance DEIA Through Research

Over the next five years, NIH will advance DEIA through research on effective DEIA practices within the workplace and through a continuing focus on DEIA across health research in order to improve health for all.

Promoting Workforce Research: Communicates that NIH will support rigorous research to determine what policies, practices, and procedures work best for enhancing DEIA within the workforce at NIH and NIH-supported institutions, and how enhancing DEIA in the workforce can further advance the NIH mission.

Enhancing Health Research: Describes the ways that NIH will build on its robust portfolio of research on minority health and health disparities as a component of DEIA. The focus is on health research that is inclusive and recognizes the intersectionality of one's defining characteristics and lived experiences to improve scientific understanding of health and well-being for all.