

# Federal Historically Black Colleges and Universities Competitiveness Strategy Framework

Aligning Fiscal Year 2021–2022 Agency Historically Black Colleges and Universities Competitiveness Plans with Fiscal Year 2018–2022 Agency Strategic Plans

## Federal Agency Name: U.S. Nuclear Regulatory Commission

<p><b>Agency Mission</b>  <i>Statement defining the fundamental purpose of the agency. Answer the question, "Why does the agency exist?"</i></p>	<p>The U.S. 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.</p>
<p><b>Agency Goal(s)</b></p>	<p><i>Provide not more than five agency goals excerpted from the fiscal year (FY) 2018–2022 agency strategic plan. Identified agency goal(s) should be informed by broad areas of opportunity in which higher education institutions currently deliver or can deliver value to the agency.</i></p>
<p><b>Agency Goal 1:</b> Ensure the safe use of radioactive materials.</p>	
<p><b>Agency Goal 2:</b> Ensure the secure use of radioactive materials.</p>	
<p><b>Agency Goal 3:</b> N/A</p>	
<p><b>Agency Goal 4:</b> N/A</p>	
<p><b>Agency Goal 5:</b> N/A</p>	
<p><b>HBCU Goal(s)</b></p>	<p><i>Provide not more than five Historically Black Colleges and Universities (HBCU) goals linked to agency goal(s) excerpted from the FY 2018–2022 agency strategic plan. Identified HBCU goal(s) should be informed by broad areas of opportunity in which higher education institutions currently deliver or can deliver value to the agency.</i></p>
<p><b>HBCU Goal 1:</b> Increase employment of HBCU students, including through special hiring authorities.</p>	
<p><b>HBCU Goal 2:</b> Increase HBCU students' representation in NRC career development and placement programs.</p>	

**HBCU Goal 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.

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

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

**Connection to Framework Priority Areas (Education · 21<sup>st</sup> Century Infrastructure · Economic Development and Competitiveness · Academic Research Enterprise · Supplemental Opportunities—for descriptions, see pages 20-21 of the Agency Guidance and Reference Brief).**  
*Connect each identified HBCU goal to one or more Framework priority areas.*

**HBCU Goal 1—Priority Area(s):** Education; Economic Development and Competitiveness; and Potential Supplemental Opportunities

**HBCU Goal 2—Priority Area(s):** Education; Economic Development and Competitiveness; and Academic Research Enterprise

**HBCU Goal 3—Priority Area(s):** Education; Economic Development and Competitiveness; Academic Research Enterprise; and Potential Supplemental Opportunities

**HBCU Goal 4—Priority Area(s):** Education; Economic Development and Competitiveness; Academic Research Enterprise; and Potential Supplemental Opportunities

**HBCU Goal 5—Priority Area(s):** Education; Economic Development and Competitiveness; Academic Research; and Potential Supplemental Opportunities

**HBCU Metric(s)**  
*Describe not more than five impactful, quantitative HBCU metrics linked to identified HBCU goal(s) and agency goal(s).  
 For example: (Verb) (Item) by (Date), e.g., Increase annual grantmaking to and contracting with HBCUs by \$5 million by the end of FY 2022.*

**HBCU Metric 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 2022.

**HBCU Metric 2:** Increase HBCU student participation in five or more NRC career development and placement programs or initiatives by the end of FY 2022.

**HBCU Metric 3:** Increase annual contracting with HBCUs to \$3 million by the end of FY 2022.

**HBCU Metric 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 2022.

**HBCU Metric 5:** Increase small business outreach, training, and counseling geared towards NRC contracting opportunities to five or more HBCUs by the end of FY 2022.

**Agency Actions: Strategies and Tactics**

*Actions should reflect identified HBCU goal(s) linked to agency goal(s) and embody strategies and tactics to improve conditions under which HBCUs compete for agency opportunities. Actions include implementing and measuring the impact of high-leverage policies, practices, programs, and projects that support HBCU competitiveness, all aligned with the FY 2018–2022 agency strategic plan.*

**Strategies**

*Describe not more than five high-level, strategic approaches the agency will take to achieve identified HBCU goal(s) linked to agency goal(s).*

**Strategy 1: Increased 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.”

**Strategy 2: Increased 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.

**Strategy 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 through various communication methods, (2) provide technical assistance to HBCUs, (3) act as a liaison between NRC offices and

HBCUs, (4) conduct equal employment opportunity monitoring of pre- and post-award grant/contract administration processes, and (5) 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.

**Strategy 4: Increase HBCU participation in research and development.** SBCCR 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,<sup>1</sup> 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.<sup>2</sup> 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 Commission.<sup>3</sup>

#### **Tactics**

*Describe not more than 10 specific, detailed, tactical actions the agency will take to achieve identified HBCU goal(s) linked to agency goal(s).*

**Tactic 1:** OCHCO and SBCCR 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.

**Tactic 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.

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

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

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

<p><b>Tactic 3:</b> 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.</p>
<p><b>Tactic 4:</b> SBCR will coordinate efforts with NRC offices around 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,<sup>4</sup> (4) Honor Law program, (5) Law Clerk program, (6) Nuclear Regulator Apprenticeship Network program, (7) International program activities, and (8) cooperative education.</p>
<p><b>Tactic 5:</b> 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.</p>
<p><b>Tactic 6:</b> SBCR will coordinate efforts with NRC offices/NRC 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.</p>
<p><b>Tactic 7:</b> 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.</p>
<p><b>Tactic 8:</b> 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.</p>

<sup>4</sup> The Atomic Energy Act of 1954, as amended, Section 243, "Scholarship and Fellowship Program"