National Aeronautics and Space Administration

MISSION EQUITY

2022

NASA EQUITY
Action Plan

Bill Nelson,
NASA Administrator

Forward.
Upward.
Onward.

NASA stands poised to usher in a bold new era of discovery – preparing to return astronauts, including the first woman and first person of color, to the Moon and open the way for human exploration of Mars. We are expanding scientific understanding of the universe, and extending the bounds of human capability in aeronautics, astronautics, the quest for resources, and the protection of our home planet.

As ever, we reach for the stars, and seek to unlock the mysteries of the cosmos itself.

Yet, one of our biggest challenges lies here at home. As NASA ushers in the third great era of human space exploration, we take on a renewed challenge of diversity, equity, inclusion, and accessibility.

In response to Executive Order 13985, "Advancing Racial Equity and Support for Underserved Communities Through the Federal Government," we are working to recognize and overcome the visible and invisible systemic barriers that hinder equitable, inclusive access – by individuals or communities – to the government programs, resources, and opportunities that make all of NASA's work possible.

The eminent American writer James Baldwin said, "Not everything that is faced can be changed; but nothing can be changed until it is faced." To chart America's course in space, we first must embrace and empower the whole of our nation here at home.

To that end, I am pleased to present NASA's Equity Action Plan, which outlines and reaffirms our Agency's strategy to successfully mitigate systemic barriers to equity. NASA must ingrain the lessons learned from our nation's storied "Hidden Figures" in all of our endeavors today. This plan seeks to further identify and remove the barriers that limit opportunity in historically underserved and underrepresented communities and anchor equity as a core component in every NASA mission to inspire a new, more inclusive generation.

For NASA, the sky has never been the limit – and this is our opportunity to make limitless the potential of all Americans, to uphold the legacies of Katherine Johnson and Mary Jackson, of Sally Ride, Ronald McNair, Mae Jemison, and Soichi Noguchi, in all NASA's future endeavors.

FACES OF NASA

Executive Summary

Agency

National Aeronautics and Space Administration (NASA)

NASA's Mission

NASA explores the unknown in air and space, innovates for the benefit of humanity, and inspires the world through discovery.

NASA's Journey

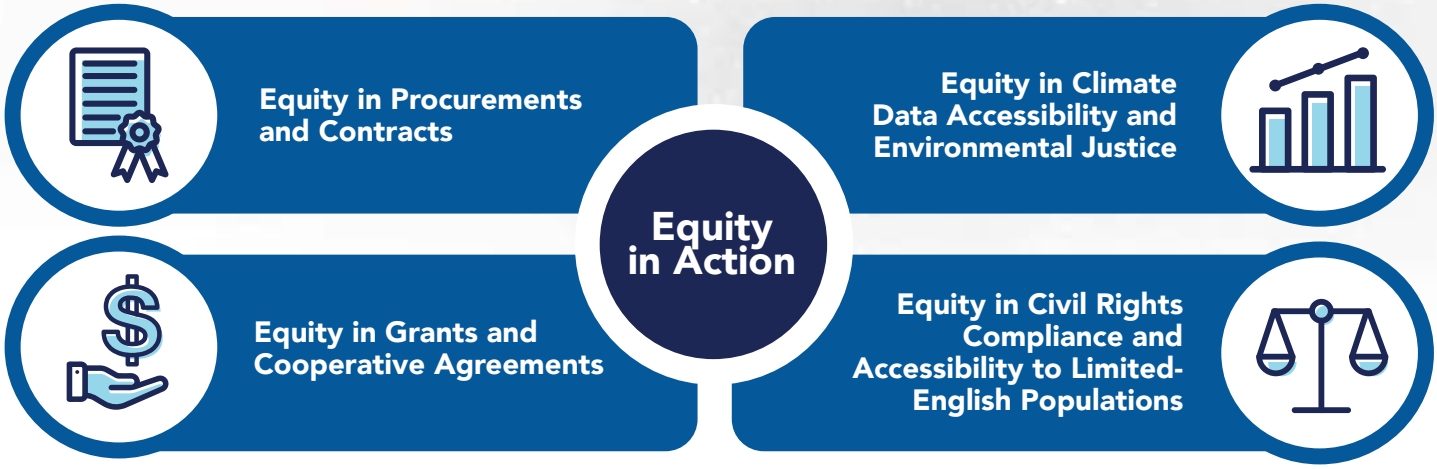
As NASA extends humanity's reach into the cosmos – readying Artemis-generation astronauts to return to the Moon as prelude to new journeys to Mars; launching new science missions to explore the depths of the universe; and working to enrich lives and protect resources across Earth – the Agency also has spent the past year looking inward, evaluating its most essential assets: the richly skilled and invaluable human team which conducts the nation's business in space. And now, we cast our view outward once more, refining and redefining how we engage with underserved communities across the nation to sustain those assets and ensure NASA's success for generations to come.

During the Equity Action Plan process, NASA recognized the need to continuously improve its data systems, processes, and analytics, which inform and underpin all Agency focus areas, actions, and outcomes. NASA is taking immediate steps to improve its Diversity, Equity, Inclusion, and Accessibility (DEIA) data analytic capabilities, identifying key data sources – both internal and external to NASA – to support DEIA analytics and reporting; creating an information architecture that turns data-driven results into strategic and operational decisions; automating data acquisition to improve data quality and speed up results; establishing a technical infrastructure and applying industry best-practice, cloud-based analytic tools; and adopting user-friendly analytic products, dashboards, and models aligned to NASA's internal systems.

Now, NASA is continuing its journey towards equity. We are assessing our programs, identifying systemic barriers, and engaging in external and internal outreach – all to ensure fair, impartial access and representation for all those who seek to contribute to our nation's great work in space. To this end, NASA has established four foundational focus areas:

- Increase Integration and Utilization of Contractors and Businesses from Underserved Communities to Expand Equity in NASA's Procurement Process
- Enhance Grants and Cooperative Agreements to Advance Opportunities, Access, and Representation for Underserved Communities
- Leverage Earth Science and Socioeconomic Data to Help Mitigate Environmental Challenges in Underserved Communities
- Advance External Civil Rights Compliance and Expand Access to Limited English Proficient (LEP) Populations within Underserved Communities

Focusing on these areas, coupled with improved data analytics, will better equip NASA to track progress on closing systemic barriers to access, and advancing equity.



Equity in Procurements and Contracts

- NASA established a pilot DEIA incentive to encourage large and small contractor's partnerships and mentorships with underserved communities under their contracts.
- NASA issued a new procurement policy in an October 26, 2021 memorandum to the contracting workforce to encourage, and offer guidance on, purchasing supplies and services from AbilityOne, which provides employment to people who are blind or have significant disabilities.
- NASA published guidance on October 28, 2021 in the NASA FAR (Federal Acquisition Regulation) Supplement, establishing a requirement for contractors to provide a DEIA plan upon award to demonstrate commitment to diversifying their workforce.

Equity in Grants and Cooperative Agreements

- NASA began transitioning its science grant proposal review process to a **Dual Anonymous Peer Review** system – where names of reviewers and proposers are kept hidden – to increase fairness and reduce hidden biases for research awards.
- NASA updated science policy documents to require diversity and inclusion reports on selection recommendations. Updates are underway to ensure review panels reflect demographics of the scientific community and operate under a DEIA-consistent Code of Conduct.
- NASA updated its **Guidebook for Proposers**, highlighting a commitment to solicit projects that foster STEM education and participation by underrepresented or underserved students and education organizations.
- NASA's Science Mission Directorate launched a **No Due-Date** program as part of its 2021 research opportunities to help principal investigators achieve better work-life balance and to give smaller institutions more opportunity to submit proposals.
- NASA's Science Mission Directorate held initial activities to develop long-term relationships with new, diverse partners, better reflect the diversity of the nation, and enable greater participation by underrepresented groups in agency efforts.
- In FY21, NASA selected 11 small business technology program proposals valued at a combined $540,000 – six from Historically Black Colleges and Universities and five from Hispanic-serving institutions – to receive inaugural **research planning grants**.

Equity in Climate Data Accessibility and Environmental Justice

- NASA Earth Science and its Socioeconomic Data and Applications Center conducted their first **Equity and Environmental Justice Virtual Workshop** to facilitate increased communication between NASA and Environmental Justice communities.
- NASA responded to census data identifying a lack of potable water in the homes of at least 70,000 Navajo Nation residents to create a **Drought Severity Assessment Tool**, helping to monitor conditions and resource allocation.

Equity in Civil Rights Compliance and Accessibility to Limited-English Populations

- NASA required institutions receiving agency grants to submit information on their compliance with Federal anti-discrimination laws and also expanded its basis for conducting Civil Rights compliance reviews of institutions receiving grants.
- NASA released its first **interactive graphic novel** in English, Spanish, and visually impaired versions. Its first **Spanish-language presentation** of a planetary landing earned more than 3.2 million views, 39 Spanish-media interviews, and significant social media following.

Focus Areas, Barrier Identification, and Actions

NASA's Equity Action Plan Accountability & Tracking Progress:

Internal Accountability: NASA's Administrator established an Executive Team, led by the Deputy Administrator, to guide the Agency's equity efforts throughout NASA Centers, Mission Directorates, and organizations. NASA also established a Leadership Council, comprised of Employee Resource Groups, Center Directors, Associate Administrators, and senior leadership, led by the Office of Diversity and Equal Opportunity, to provide quarterly reports to the Executive Council. This plan will complement and synchronize with NASA's Strategic Plan currently in development. In addition, those responsible for execution will be held accountable through their Performance Management Plans.

External Accountability: NASA established a **"Mission Equity"** section of our web page where we will publicly post regular updates on the progress of our Equity Action Plan and solicit opportunities for public engagement. Coupled with targeted external outreach to underserved communities, this will provide public accountability. The Agency will conduct regular public town hall meetings to share progress on our equity efforts and gather feedback from external stakeholders, and solicit input from the National NASA Advisory Council and other External Advisory Councils.

Tracking Progress: NASA commits to developing metrics and tracking systems as we implement action items and conduct early assessments of outcomes during FY22.

Even as we fly to the other planets and search for signs of life elsewhere, we must commit ourselves to build a better world here on Earth, one with equal opportunities for all.

– NASA ADMINISTRATOR BILL NELSON

NASA's Perseverance Mars rover mission commentator and Guidance, Navigation, and Control Operations Lead Swati Mohan studies data in mission control. *NASA/Bill Ingalls*

Focus Area 1:

Increase Integration and Utilization of Contractors and Businesses from Underserved Communities to Expand Equity in NASA's Procurement Process

Since it was established in 1956, NASA has grown as the world leader in space exploration. However, the Agency is not only focused on the stars and travel to other worlds but on contributing to a better world here on Earth as well. This is most apparent in the "spinoff" space exploration technologies that have been adapted and adopted to improve everyday life.

The Agency's reach is not limited to technology. NASA is committed to promoting Diversity, Equity, Inclusion, and Accessibility, seeking to open doors of opportunity for all as it launches the next great era of human space exploration with Artemis missions to the Moon and eventual flights to Mars. A key avenue for promoting such equity is in the Agency's purchasing power.

In 2021 alone, NASA spent $19.6 billion on goods and services, including about **$2 billion** (10% of total expenditure) obligated to small disadvantaged businesses. The Agency's annual goods and services expenditure represents an invaluable tool for contributing to the health and diversity of the national economy. By focusing its purchasing decisions and paying particular attention to Small Businesses classified as Disadvantaged-, HUBZone-, Service-Disabled Veteran-, and Women-Owned, the Agency can promote equitable economic investment and spur innovation.

$19.6 billion

In 2021 alone, NASA spent **$19.6 billion** on goods and services, including about $2 billion (10% of total expenditure) obligated to small disadvantaged businesses.

The key is to ensure Agency contract opportunities are open to all. When NASA sought public feedback through a Request for Information on *Advancing Racial Equity in Support for Underserved Communities in NASA Programs, Contracts, and Grants Processes*, half of the requests specific to procurement and contracts were to increase outreach, training, technical assistance, and communications on how to do business with the Agency.

These requests identify obvious barriers to overcome. The NASA contract procurement structure, processes, and requirements can be perplexing. Training and technical assistance to help businesses and institutions understand and navigate the process are limited. There also is a simple lack of awareness of the many contract opportunities that are available. The challenge is for NASA to do a better job understanding these barriers and engaging with contractors in underserved communities – and the Agency is determined to do so through three key actions:

- **Study barriers in NASA procurement and contracting programs.** On one end, the Agency will work to identify underrepresented businesses that are eligible to compete for procurement contracts but are not submitting proposals. On the other end, the Agency will seek to identify why underrepresented businesses who did apply may not have been selected for contracts. The study will include Agency focus groups with members of underserved communities and is expected to be completed by March 2023. It will help NASA to (1) understand why underserved communities are not submitting proposals and receiving contract awards and (2) minimize or remove those barriers.
- **Increase engagement events in underserved communities.** NASA is committed to increase engagement with stakeholders in underserved communities, particularly those in HUBZone (Historically Underutilized Business Zones), Small Businesses, Small Disadvantaged Businesses, Women-Owned, and Service-Disabled Veteran-Owned Small Businesses. The Agency plans to do so by (1) hosting informational learning series and training sessions; (2) holding regular meetings with business, industry, and underserved community representatives; and (3) exploring a partnership with the Department of Commerce's Minority Business Development Agency to maximize resources and outreach. NASA's goal is to increase the number of outreach events for underserved

communities 50% by fiscal year 2029. It also will seek to increase the number of businesses and institutions from underserved communities participating in these events by 5% to 10% annually.

- **Use set-aside Product Service Lines to increase contract opportunities for underserved communities.** NASA has updated its acquisition process to require contracts for certain Product Service Lines (PSLs) to be set-aside for small business categories and AbilityOne Programs. These areas include custodial, communication services, grounds maintenance, STEM engagement, protective services, acquisition support, and financial support services. As existing contracts end, this change will be fully implemented with the awarding of new contracts. In the next three to five years, the amount of money obligated to underserved communities under the current NASA set-asides for small businesses and AbilityOne contractors is projected to be $2.3 billion.

Focus Area 2:

Enhance Grants and Cooperative Agreements to Advance Opportunities, Access and Representation for Underserved Communities

NASA awards about 3,000 grants and cooperative agreements each year, the majority across a range of science disciplines. However, underserved communities and Minority Serving Institutions (MSIs) including Historically Black Colleges and Universities (HBCUs), Predominately Black Institutions (PBIs), Hispanic-Serving Institutions (HSIs), Tribal Colleges or Universities (TCUs), Native American Non-Tribal Institutions (NANTIs), Alaskan Native- or Native Hawaiian-Serving Institutions (ANNHIs), Asian American- and Native American Pacific Islander-Serving Institutions (AANAPISIs) - are generally underrepresented in those awards. For instance, there are more than 700 federally designated MSIs, which represents about 14% of all degree-granting institutions of higher education in the country. However, only 6% of the $1.3 billion that NASA spends on its grants and cooperative agreements each year is awarded to MSIs and small/minority-owned businesses.

Victor Joel Cabezas Tapia, a Navigation, Guidance, and Control Engineer at NASA's Marshall Space Flight Center, speaks about his path to working at NASA during an interactive STEM discussion with students attending the 70th International Astronautical Congress, Oct. 23, 2019, at NASA Headquarters in Washington. *NASA/Joel Kowsky*

3,000

NASA awards about **3,000 grants and cooperative agreements** each year, the majority across a range of science disciplines.

The Agency is committed to closing the percentage gap, which means identifying barriers that are in place and how they can be addressed. These may include such hindrances as access to information, inadequate resources, and a lack of understanding about the Agency's grant process. Feedback from the Request for Information certainly suggests as much, with multiple sources citing the need for targeted training and technical resources. In addition, the default grant proposal review process, in which reviewers are aware of applicants' names and other identifying information, may be a barrier that promotes bias in selections. Whatever the barriers, preliminary data suggests that NASA grant and cooperative agreement awards could be distributed more equitably. To address the issue, NASA plans to:

- **Conduct a barrier analysis of NASA grants and cooperative agreements.** The Agency is reviewing its grant and cooperative agreement process to (1) identify Historically Black Colleges and Universities and Minority-Serving Institutions and small/minority-owned businesses that are eligible to compete for awards but are not submitting proposals and (2) analyze barriers for those that did not apply or applied but did not receive awards. The study, scheduled for completion by the end of 2024, will allow the Agency to identify and address recurring barriers. It also is expected to promote an increase in the diversity of individuals and institutions participating in NASA grant and cooperative agreement programs.
- **Increase outreach and training to underserved communities.** A key to increasing the participation of small and minority businesses in NASA grants and cooperative agreements lies in (1) making them aware of the opportunities and (2) providing the tools, resources, training, and knowledge needed to partner with the Agency.

To that end, NASA will implement a series of six training sessions per year and increase our outreach workshops and events to four per year. The Agency will evaluate the effectiveness of these efforts by developing surveys to collect feedback from training and outreach participants. It also will review data to determine if new and first-time participants are subsequently submitting proposals, and how many of those proposals are being funded.

- **Expand Dual Anonymous Peer Review of grant proposals.** A key to increasing participation of underserved communities in NASA grants is ensuring fairness in the selection process. In 2021, NASA began expanding a Dual Anonymous Peer Review (DAPR) process, supported by the **National Academy of Science**, in which names and identities of reviewers and proposers are kept hidden in select competitions. The anonymous process has been shown to increase fairness and reduce hidden biases. For instance, in previous NASA Astrophysics Data Analysis Program solicitations, women constituted 26% of applicants but finished in the top two places in the selection panel rankings just 16% of the time. When the DAPR process was implemented, women constituted 31% of applicants and were in the top two rankings 32% of the time. NASA plans to study lessons learned from the implementations and adopt the new process for all applicable Research Opportunities in Space and Earth Sciences (ROSES) by fiscal year 2024. The Agency plans to expand use of DAPR and other mechanisms even more by fiscal year 2026, helping to promote more representative selection rates for its award programs.
- **Launch the Science Mission Directorate Bridge Program.** Feedback to NASA from the RFI emphasized the need for the Agency to facilitate closer partnerships with various institutions and communities. In response, NASA plans to launch the Science Mission Directorate Bridge Program in 2022, contingent on availability of resources, with a budget of $5 million in FY22 and $7.5 million in FY23, to foster collaboration and partnerships between NASA centers and Historically Black Colleges and Universities, Minority-Serving Institutions, Primarily Undergraduate Institutions, and very high research universities. The program will focus on paid research and engineering internships, apprenticeships, and research experiences for faculty. The overarching goal is to create an environment where underserved communities are better equipped to partner with NASA.

Focus Area 3:

Leverage Earth Science and Socioeconomic Data to Help Mitigate Environmental Challenges in Underserved Communities

Landsat 9 Satellite launched. *NASA Science*

The world faces a host of environmental challenges – poor air and water quality, sea-level rise, extreme heat, and more. As a world leader in Earth science, NASA understands these challenges well, using an extensive network of satellites and observation systems to collect comprehensive data about the atmosphere, oceans, land, and life.

The nation has made a great investment in these NASA satellites and science initiatives. The Agency wants to ensure that investment benefits people across the nation, and particularly those in underserved and marginalized communities who face great environmental challenges. For those who live in persistently impoverished and vulnerable areas, these challenges are particularly acute.

NASA data can help. The first step is making environmental and science data available so it can be combined with other socioeconomic information. This will enable researchers to identify at-risk communities and the challenges that confront them. In turn, the communities will be able to use the data to prepare and make good decisions about how to address those challenges.

NASA has a longstanding commitment to make its data available to all. However, availability does not guarantee accessibility. To help ensure its data is both available and accessible, NASA held an inaugural workshop in 2021 to listen to social science representatives who work with Environmental Justice issues and groups. The Agency also collected input from other informal discussions and from a public call for feedback about equity.

NASA astronaut candidate Kayla Barron is seen after donning her spacesuit. *NASA/Bill Ingalls*

The combined responses suggest key barriers in the Agency's effort to use its data to promote Environmental Justice and include: (1) challenges finding and accessing relevant NASA data; (2) limited collaboration between NASA researchers and social scientists; and (3) a lack of experience using NASA data.

The Agency is determined to overcome these barriers, particularly for communities severely impacted by environmental challenges, through the following actions:

- **Make selections for new grants to advance equity and Environmental Justice.** NASA's Earth Science Division is committed to provide opportunities for members of its investigator community to work with colleagues in other disciplines to address Environmental Justice issues. In December 2021, the Agency posted a **solicitation** on advancing Equity and Environmental Justice. Those selected for awards will apply Earth science, geospatial, and socioeconomic data to issues of Environmental Justice. Responses to solicitations are due March 18, 2022, with grants awarded August 31, 2022. Based on the outcomes and impacts of these grants, the Earth Science Division will consider releasing similar solicitations in the future.
- **Make data available on the cloud and convert many data sets to widely accepted formats for easier use.** In 2022, to help ensure accessibility of its collected Earth science information, NASA will make its 50 most-requested environmental data sets of last year available on the internet cloud, with full transfer of NASA Earth science data to the cloud by 2025. It also will convert many of these data sets to widely accepted formats for easier use. Additionally, the Agency will host data sets that have significant value for Environmental Justice on the Amazon Web Services Open Data platform. It also will develop code to help researchers easily access and visualize their data on the platform. By moving information to the cloud, users will no longer need to download data files to their computer or device, allowing those with less computing power to participate. The code to access data in the cloud also will be developed collaboratively, will be openly available, and will be in common formats. This will allow people from different backgrounds and expertise to access and analyze data sets more easily.

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In 2022, to help ensure accessibility of its collected Earth science information, NASA will make its **50 most-requested environmental data sets** of last year available on the internet cloud, with full transfer of NASA Earth science data to the cloud by 2025.

- **Provide free, multi-lingual training on how to use NASA data to address priority needs in underserved communities.** In 2022, NASA plans to train about 2,700 users how to use NASA data to address key environmental issues, such as air quality, flooding, and water resources management. Introductory trainings will be offered in English and Spanish, allowing those in underserved communities to begin using NASA data specific to them. The Agency will use both online and in-person formats to make these training opportunities widely accessible. In 2023, the Agency plans to begin offering new open sources science training programs to equip a broader community of data users with the tools needed to access and use the increasingly accessible data.

Focus Area 4:

Advance External Civil Rights Compliance and Expand Access to Limited English Proficient Populations within Underserved Communities

From the outset, NASA has pursued a comprehensive vision that involves people of all communities sharing in the achievements and accomplishments of space exploration and scientific discovery. Fulfilling that vision requires ensuring all people – particularly those in underserved or minority communities – have opportunities to participate in the work of the Agency. To that end, NASA diligently seeks to promote equity in its Agency programs and activities, and to communicate information and opportunities as widely as possible.

There are barriers to overcome as the Agency strives in these areas. Many recipients of Agency funding may not fully be aware of the requirements for non-discrimination. This could be discouraging members of underserved communities from participating fully in Agency programs and activities. In addition, census information indicates about 8.2% of the U.S. population over age five speaks English "less than very well" and more than 25 million people in the United States are not proficient in English. This barrier could be limiting the ability for members of other language populations to access NASA materials, resources, and program information.

There are challenges to overcoming these barriers. The Civil Rights Compliance Review Program is limited in its ability to conduct review audits. In fact, the number of Civil Rights compliance review audits conducted is disproportionately low compared to the approximately 700 grant recipients. Although the data is not complete, the low number of audits could be limiting participation of underserved communities in NASA programs.

8.2%

In addition, census information indicates about **8.2% of the U.S. population** over age five speaks English "less than very well" and more than 25 million people in the United States are not proficient in English.

Historically, NASA also has conducted a majority of its public communications in English, creating a challenge for members of some underserved communities to be fully knowledgeable about Agency opportunities and activities. Only 7% of the overall NASA federal workforce identifies as Hispanic or Latino – and the Agency's team of bilingual communication specialists is even smaller.

NASA's SpaceX Crew-4 astronauts participate in a training session at Kennedy Space Center in Florida. *SpaceX*

An employee works on Artemis I Space Launch System flight hardware. *NASA/Cory* Huston

The Agency is focused on addressing these challenges and barriers by working to:

Increase Civil Rights compliance audits of NASA grantee institutions receiving NASA funding. NASA is committed to increase its Civil Rights compliance reviews to 10 per year by fiscal year 2024. It also will work to increase the number of recommendations and corrective actions implemented by grant institutions that are reviewed. Moving ahead, the Agency will seek additional resources to increase the number of annual reviews even more. The ultimate goal is to conduct reviews of all grant institutions, then move to a sustainment audit schedule. NASA also will conduct one Limited English Proficient grant review in this fiscal year, then plan additional reviews on a regular basis. The Agency will explore the possibility of expanding review audits to include Cooperative Agreements as well. At the same time, NASA remains committed to review proposed activities before awarding grants to ensure there are no Civil Rights concerns. These actions, taken together, are intended to enable NASA better to monitor and correct Civil Rights violations by grant institutions and to provide grant institutions with the tools needed to comply with Federal laws.

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NASA is committed to increase Civil Rights compliance audits od grantee institutions receiving Agency funding. NASA will increase its Civil Rights compliance reviews to **10 per year** by fiscal year 2024.

Conduct a broad, proactive outreach campaign to increase awareness of NASA-funded opportunities and legal protections ensured by Civil Rights laws. NASA's external Civil Rights communications historically have targeted institutions receiving NASA funding. In an effort to be proactive and increase awareness of Agency funding opportunities and include legal protections ensured by Civil Rights laws, NASA will widen its focus to students, museum patrons, and educational and cultural institutions. Starting in FY22, the the Agency will conduct an initial meeting with stakeholders to establish lines of communication and share outreach strategy. In FY23, the the Agency will begin publication of quarterly compliance newsletters and collaborate with Federal STEM partners to host Civil Rights compliance outreach events annually.

Communicate new terms and conditions for harassment reporting by grant recipients. In 2021, NASA established a new requirement for grant institutions to report to the Agency any findings/determinations of harassment involving Agency-funding Principal Investigators or co-investigators. NASA plans to communicate the requirement to the authorized representatives of all current grant institutions by the end of June 2022. The new requirement will enable the Agency to more rapidly identify violations and more effectively address systemic barriers that prevent full protection of underrepresented communities.

Update NASA's Language Access Plan. NASA already has a wide reach in communicating with the public, but the Agency is focused on extending meaningful access to its programs and activities to members of Limited English Proficient communities. By January 2023, the Agency will publish an updated Language Access Plan for accomplishing that goal. It will include efforts to (1) have multi-lingual communication pieces at NASA onsite visitors' centers, including emergency evacuation signage and guided tours; and (2) provide multi-lingual education and awareness opportunities for programs designed to inspire the next generation of scientists, engineers, and explorers, such as astronaut appearances and school presentations. The overarching goal is to establish a more equitable communications strategy for reaching members of Limited English Proficient populations.

Expand accessibility for Limited English Proficient populations, beginning with communications in Spanish. U.S. census information indicates more than 16 million people in the country speak Spanish as their first language, making it the second most common language spoken in the United States. To reach members of this population, NASA plans to prioritize opportunities and increase growth of Spanish communications 10% by 2025. The effort includes plans to (1) provide a Spanish-language component to communications campaigns, with an emphasis on high-level or high-visibility activities, such as launches and major developments, and with messages targeted across all mediums (social/web, print, radio, and television); (2) create a centralized website for all Spanish content by 2026; (3) increase Spanish content on NASA TV 10% by 2025; (4) explore creating and/or translating a broader array of communication and educational products in Spanish, including materials for its Visitor Centers, and (5) increase Spanish-speaking media trained subject matter experts to 30 by 2023, and add members to its Spanish-language communications teams to support increased outreach. NASA also plans to explore opportunities and options for engaging directly with other Limited English Proficient communities, including initiatives to provide outreach, events, seminars, and workshops in native languages.

10%

To reach members of the Spanish-speaking population, NASA plans to prioritize opportunities and increase **growth of Spanish communications 10% by 2025**.

For more information on NASA's Equity Action Plan, please visit https://www.nasa.gov/mission-equity

EQUITY

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