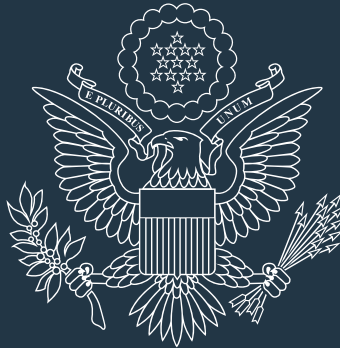


U.S. DEPARTMENT *of* STATE

INR 2025 Strategic Plan



Bureau of Intelligence and Research



INTELLIGENCE EMPOWERING DIPLOMACY

Strategic Context

We are at a pivotal moment in history. China, Russia and other nations are seeking to upend the rules-based international order that has promoted peace, prosperity, and human rights for people around the world. Meanwhile, the threat environment is growing more complex, diverse, and interconnected, all fueled by a technological revolution. We face unprecedented challenges, but also immense opportunity.

In this environment, the twin roles of intelligence and diplomacy will be vital in shaping a future that advances democratic values and creates a safer, more peaceful, and more prosperous world. As the only U.S. intelligence organization that operates at the intersection of intelligence and diplomacy, the Bureau of Intelligence and Research (INR) is committed to empowering U.S. diplomats with the intelligence, information, and support they need to advance U.S. foreign policy. The INR 2025 Strategic Plan provides a vision and roadmap to achieve these goals.

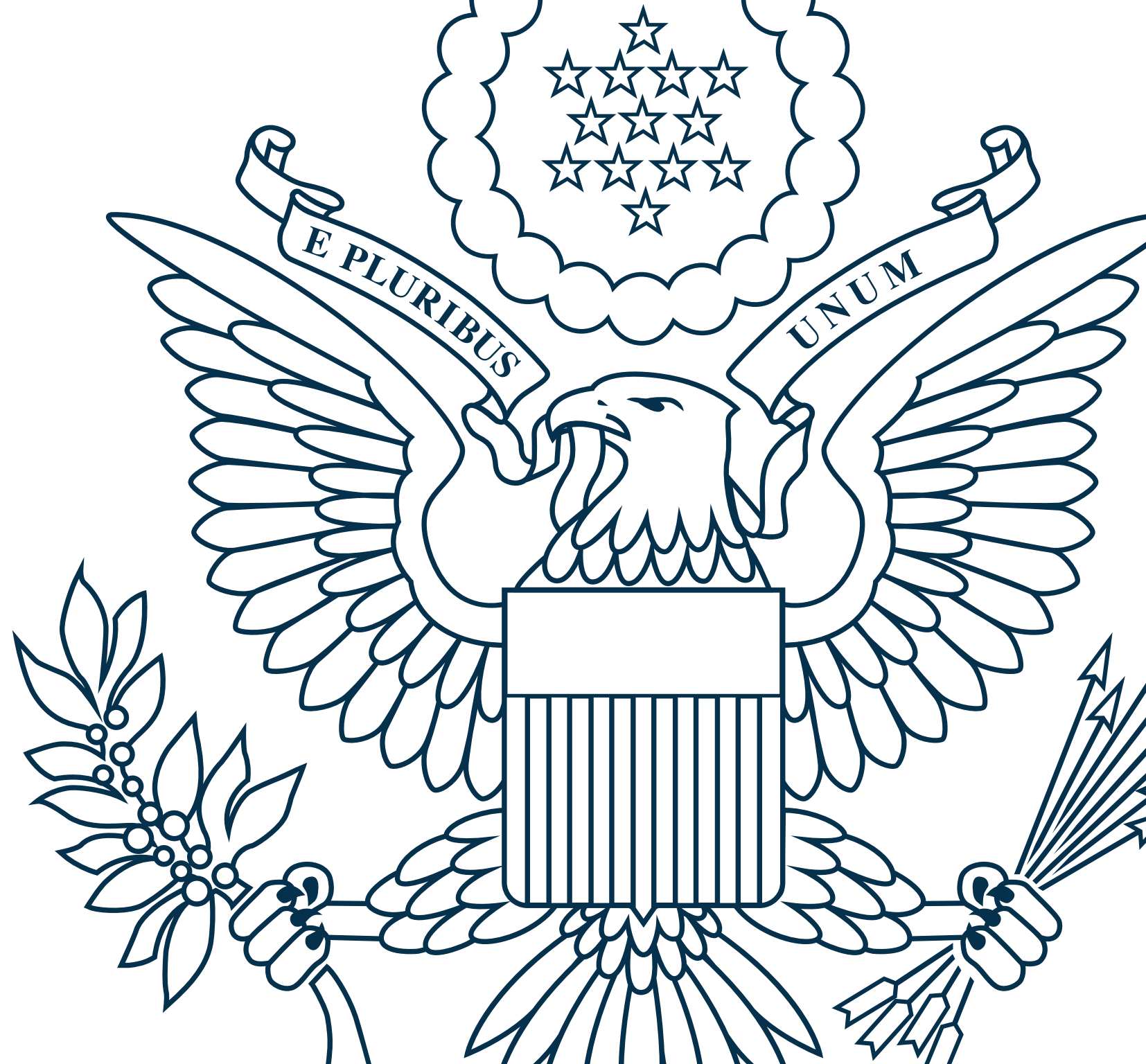
At INR, we are on a mission to deliver and coordinate timely, objective intelligence and analysis that advances U.S. diplomacy. To deliver on this mission, we will redefine how intelligence supports diplomacy by providing strategic, expert-informed, value-added insights to inform foreign policy and national security decisions. We will use open-source information in innovative ways to deliver our products and services to more U.S. diplomats worldwide. We will strengthen U.S. alliances by investing in new foreign partnerships. We will undertake a digital transformation to modernize our technology, strengthen cybersecurity, and put technology at the center of our strategy. We will invest in our people and diversify our workforce to ensure we have the skills, expertise, and diversity of backgrounds and experiences that are critical to national security. And we will institutionalize management best practices into how we work to strengthen INR's foundation for the future.

For 76 years, INR's legacy has been defined by deep expertise, independence, and speaking truth to power. The 2025 Strategic Plan builds on this legacy and prepares INR to help advance American diplomacy moving forward.



Brett M. Holmgren

Assistant Secretary
Bureau of Intelligence and Research
Department of State



As both a bureau in the Department of State and a member of the Intelligence Community, **the Bureau of Intelligence and Research (INR) is the only U.S. intelligence organization whose primary responsibility is to provide intelligence to inform diplomacy and support U.S. diplomats.** INR is also the United States' oldest civilian intelligence agency. Created in 1945, when the Research and Analysis branch of the Office of Strategic Services (OSS) was transferred to the Department of State, **INR has carried on the OSS legacy of deep expertise, independence, and speaking truth to power.**

About

INR



INR

INR executes on its responsibilities by providing all-source intelligence analysis and information to the Secretary of State, U.S. diplomats, other Department of State policymakers, and senior U.S. policymakers throughout the government. We are modernizing the delivery of intelligence to stakeholders by leveraging innovative technologies and data science to get information securely in the hands of U.S. diplomats and others who need it, when and where they need it.

Our Mission

Deliver timely, objective intelligence that advances U.S. diplomacy

Our Vision

Intelligence empowering diplomacy

Our Purpose

To deliver timely and objective intelligence that advances U.S. diplomacy and safeguards peace and prosperity for the American people

Core Values

Independence: We will provide unbiased, objective intelligence

Integrity: We will uphold the highest ethical standards in our conduct and ensure our actions reflect positively on the Department of State and the Intelligence Community

Teamwork: We will work as one team, united in pursuit of a common goal

Expertise: We will provide expert-informed, value-added insights

Agility: We will continually learn and adapt quickly to meet evolving threats and challenges

Innovation: We will embed creativity and innovation into how we work

Inclusivity: We will foster an open, accepting, and inclusive environment for all

Strategic Goal

1

Elevate Strategic Analysis and Redefine Intelligence Support to Diplomacy

A key pillar of INR's work is providing intelligence support to U.S. missions abroad and serving as the focal point between the Intelligence Community and the Department to ensure that intelligence activities are consistent with, and informed by, U.S. foreign policy.

We will refine and institutionalize a long-range analytic planning and production process, create a new office to harness open source intelligence to support strategic analysis, and establish capabilities to drive production on environment, science, technology, and health (ESTH) priorities. We will also formalize existing foreign partnerships and invest in new alliances to generate strategic insights and support the Department's diplomatic priorities.

We will redefine how INR provides intelligence support by shifting from a reactive to proactive posture to inform and enable diplomatic initiatives. INR will deliver more longer-term assessments and provide strategic indications and warning of threats and opportunities.



Implement a new analytic planning and production process that prioritizes strategic analysis.

Centralize environment, science, technology, and health issues within INR to optimize resources and knowledge and drive production.

Strengthen alliances with international partners by **creating a Foreign Partnerships Office**.

Update and **synthesize INR's brand and core products** and services.

Create a Strategic Open Source Coordination Office to equip our workforce with open source tools, products, and resources.

Expand and enhance oversight of intelligence operations and programs.



INTELLIGENCE EMPOWERING DIPLOMACY

Strategic Goal



Transform Our Digital Enterprise

INR will undertake a complete transformation of our digital environment to better serve our customers and workforce . We will make technology central to INR's future and treat technological innovation as a mission imperative. We will leverage state-of-the-art technology solutions, modernize our infrastructure, upgrade our content management and distribution platforms, and establish enduring governance mechanisms to align technology projects with business strategy.

This digital transformation represents significant increase in capital investments in technology, as well as, INR's Technology and Innovation Office's functions, and capabilities.



Migrate the Top Secret Sensitive Compartmented Information (TS/SCI) environment **to the cloud**.

Enhance and standardize INR's online content management and distribution platform **across all domains**.

Enable seamless and secure movement of data across domains.

Integrate DevSecOps into the development and sustainment lifecycle.

Redesign mission and business processes to better leverage business capabilities and technology innovation.

Modernize the network infrastructure and rearchitect classified computing environments for the field to be more modern, flexible, accessible, and secure.

Devise a mobile strategy and **develop mobile capabilities** to improve support to diplomats worldwide.

Create a technology governance board to inform mission-driven IT investment decisions.

Implement human-centered, design-focused project management capability and agile delivery processes.



Strategic Goal

3

Strengthen Cybersecurity

Ensuring the confidentiality, integrity, and availability of the Department's TS/SCI enterprise is vital to our national security. As the owner and operator of the Department's Top Secret network (INRISS), INR has a critical role to play in safeguarding and defending the Department's TS/SCI fabric. INR will strengthen our cybersecurity measures by establishing industry-leading governance processes and security capabilities to manage cyber risk throughout the enterprise.

We will develop a cybersecurity strategy and target state improvement roadmap that adapts to new vulnerabilities and evolving threats. We will also implement new solutions to automate as many security features as possible and enhance cybersecurity training and awareness programs for our workforce.

As the owner and operator, INR plays a critical role in safeguarding and defending the Department's TS/SCI fabric.



Establish effective governance processes and update policies, standards and procedures to **manage cyber risk throughout the enterprise.**

Deploy real-time, threat based, automated security functions that continuously monitor and defend the TS/SCI network.

Improve cybersecurity awareness throughout INR and the TS/SCI user community.

Develop a cybersecurity strategy and target improvement roadmap, implementing new solutions to security and enhance cybersecurity training and awareness.



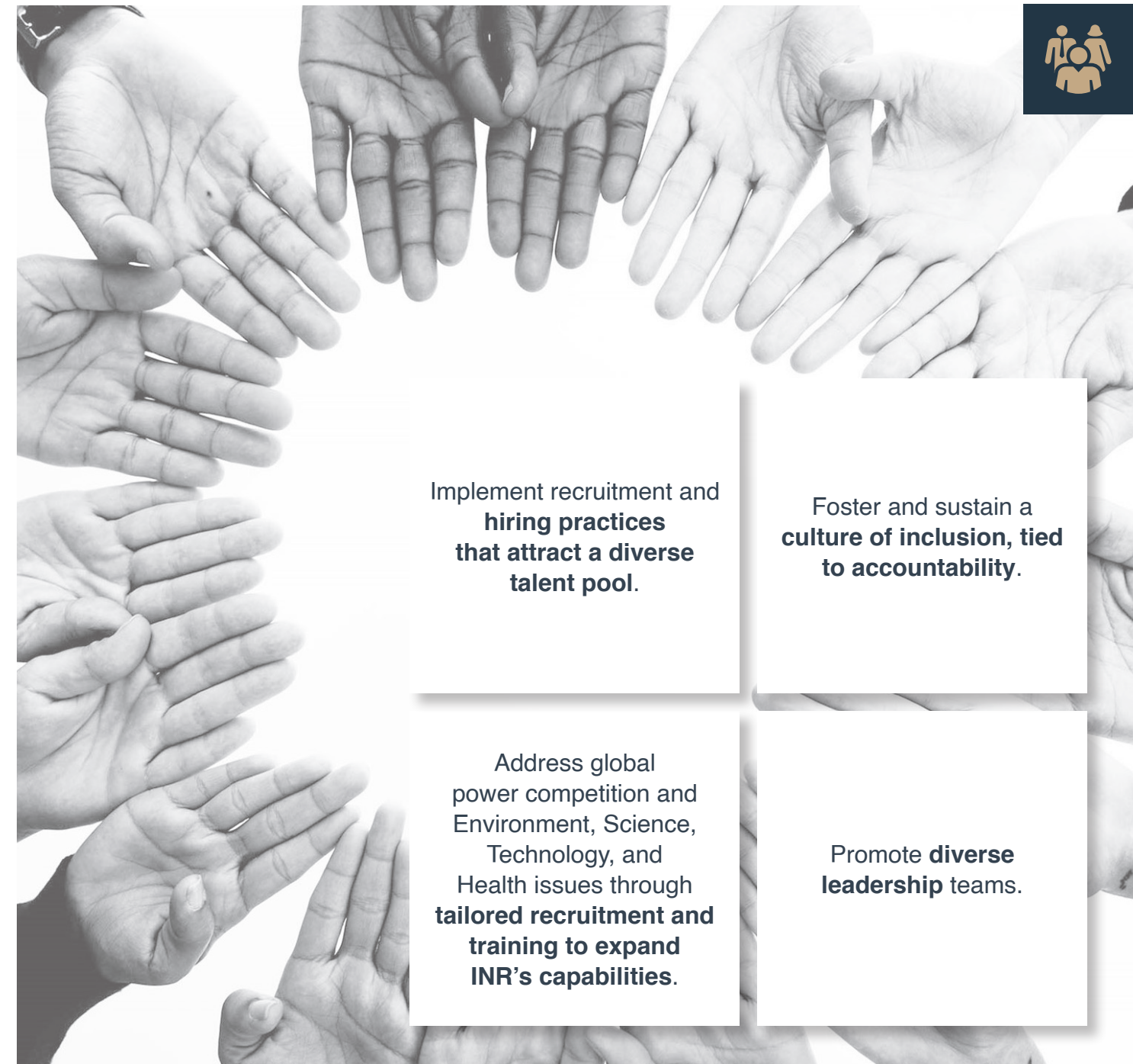
Strategic Goal

4

Invest in a Diverse and Talented Workforce

INR will invest in our ability to recruit, train and retain a diverse and highly skilled workforce that advances our mission and evolves to meet future challenges. We will invest in the professional growth and development of INR employees and provide opportunities to learn and acquire new skills and expertise to address future threats. We will promote an open, inclusive environment where all employees are treated with respect and all views are welcomed, and we will make managers accountable for creating an open and inclusive environment.

Our workforce's expertise is our greatest resource; we will invest in recruitment, hiring, and retention of a highly skilled labor pool that is diverse at all levels, including leadership.



Implement recruitment and hiring practices that attract a diverse talent pool.

Foster and sustain a culture of inclusion, tied to accountability.

Address global power competition and Environment, Science, Technology, and Health issues through tailored recruitment and training to expand INR's capabilities.

Promote diverse leadership teams.



Strategic Goal

5

Cultivate a Well-Managed, Resilient Enterprise

We will use data and analytics to inform the implementation of sound business and risk management processes. We will establish new capabilities to manage and oversee the implementation of strategic initiatives and projects. We will work to obtain a separate appropriation for INR so we can compete equally with other intelligence organizations for talent and resources. We will increase awareness with internal and external stakeholders of INR's mission and brand; and enhance transparency with the public.

We will execute the fundamentals extraordinary well. We incorporate management best practices into INR operations using data analytics and risk management and enhance transparency with the public.



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