



UNDER SECRETARY OF DEFENSE

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Department of Defense
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

15 MAY 2024

MEMORANDUM FOR CHAIR, DEFENSE SCIENCE BOARD

SUBJECT: Terms of Reference – Defense Science Board Product on Priority Focus Areas for National Defense 2025 to 2035

Rapid changes in technology, geopolitics, the environment, and the complexities of international economic competition have proven challenging for our nation and the Department of Defense (DoD) throughout this decade and will continue to provide enduring challenges in the years ahead. The U.S. must sustain and strengthen our military capabilities to provide strategic deterrence, increase our military advantages, and ensure our adversaries cannot threaten the peace and stability of the U.S. or our international allies and partners.

The Defense Science Board (DSB) has completed multiple studies in the recent past that provide sage insights on a wide range of science and technology areas. The advice and recommendations of the DSB can help the DoD optimize its investment strategy to ensure those areas most critical to national security over the coming years are properly resourced and continue to draw senior leader focus and support.

I am directing the DSB to develop a product summarizing the key findings, observations, advice, and recommendations developed by the DSB in the past decade. The product should provide senior leaders with consolidated context and pathways for implementation of previously approved DSB advice and recommendations in a holistic fashion to assist in aligning policy and resources to best prioritize the Department's science and technology roadmap for the years ahead.

The DSB's product will be developed, and thoroughly discussed and deliberated, by the DSB at a properly noticed and public meeting, unless it must be closed pursuant to one or more of the exemptions found in subsection 552b(c) of title 5, U.S. Code. The DSB will provide the product to the Under Secretary of Defense for Research and Engineering as the sponsor of the DSB within six months of this signed memorandum.

In support of this Terms of Reference (ToR) and the work conducted in response to it, the DSB has my full support to meet with Department leaders. The DSB staff, on behalf of the DSB, may request the Office of the Secretary of Defense and DoD component heads to timely furnish any requested information, assistance, or access to personnel to the DSB. All requests shall be consistent with applicable laws; applicable security classifications; DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program"; and this ToR. As special government employee members of a DoD federal advisory committee, the DSB members will not be given any access to DoD networks, to include DoD email systems.

Once material is provided to the DSB, it becomes a permanent part of the DSB's records. All data/information provided is subject to public inspection unless the originating component office properly marks the data/information with the appropriate classification and exemption

categories found in section 552(b) of title 5, U.S. Code before the data/information is released to the DSB. The DSB has physical storage capability and electronic storage and communications capability on both unclassified and classified networks to support receipt of material up to the TS/SCI level.

The DSB will operate in conformity with and pursuant to the DSB's charter; chapter 10 of title 5, U.S. Code; subsection 552b(c) of title 5, U.S. Code; and other applicable federal statutes, regulations, and policy. Individual DSB members do not have the authority to make decisions or provide recommendations on behalf of the DSB nor report directly to any federal representative. The members of the DSB are subject to certain federal ethics laws, including section 208 of title 18, U.S. Code, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 Code of Federal Regulations, Part 2635.

A handwritten signature in black ink, appearing to read "Heidi Shyu", with a long horizontal flourish extending to the right.

Heidi Shyu