



RESEARCH  
AND ENGINEERING

UNDER SECRETARY OF DEFENSE  
3030 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

4 DEC 2023

## MEMORANDUM FOR CHAIR, DEFENSE SCIENCE BOARD

SUBJECT: Terms of Reference – 2024 Defense Science Board Summer Study on  
Advanced Capabilities for Potential Future Conflict

To ensure the security of the nation, the Department of Defense (DoD) must be able to provide robust military capability to protect national interests. Agile exploitation of new capabilities enabled by innovations and advances in science and technology is a critical part of the continuous development path that enables advantage in future domains of conflict. I am directing the Defense Science Board (DSB) to conduct a Summer Study on Advanced Capabilities for Potential Future Conflict (“the Summer Study”).

The broad objective of the DSB’s Summer Study is to recommend strategies that best enable DoD’s continued development of symmetric and asymmetric capabilities that will characterize future conflicts. The specific objectives of the Summer Study are addressed in a classified annex to this Terms of Reference (ToR). The DSB will consider the tasks contained in the classified annex and provide a written report and recommendations in response.

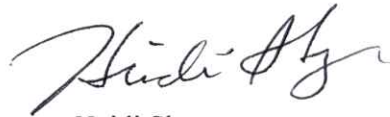
The DSB’s findings, observations, and recommendations will be thoroughly discussed and deliberated on in a properly noticed and public meeting, unless it must be closed in accordance with one or more of the exemptions found in section 552b(c) of title 5, U.S. Code (commonly known as “the Government in the Sunshine Act” or “the Sunshine Act”). The DSB will provide its findings and recommendations to the Under Secretary of Defense for Research and Engineering as the Sponsor of the DSB. The nominal start date of the study period will be within 30 days of the signing of this Summer Study ToR. In no event will the duration of the Summer Study exceed 24 months from the start date.

In support of this 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, 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 the exemption categories found in section 552(b) of title 5, U.S. Code (commonly known as the “Freedom of Information Act”) 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 (commonly known as "the Federal Advisory Committee Act"); the Sunshine Act; 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". The signature is written in a cursive, flowing style.

Heidi Shyu