

Membership Balance Plan
Science, Technology, and Innovation Board

Agency: Department of War (DoW)

1. Authority: The Secretary of War, in accordance with chapter 10 of title 5, United States Code (United States Code (U.S.C.) (commonly known as “the Federal Advisory Committee Act” or “FACA”) and title 41, Code of Federal Regulations (C.F.R.) § 102-3.50(d), established the Science, Technology, and Innovation Board (STIB) as a discretionary advisory committee.
2. Mission/Function: The STIB provides independent advice and recommendations on matters concerning scientific and technical enterprises and shall focus on science, technology, innovation, manufacturing, acquisition processes, and other topics of special interest to the DoW, germane to DoW scientific, technological, and innovation matters, in response to specific, written tasks from the Secretary of War and the Deputy Secretary of War (“the DoW Appointing Authority”) or the Under Secretary of War for Research and Engineering (USW(R&E)).
3. Points of View: The STIB shall be composed of no more than 40 members, who are eminent authorities in the fields of science, technology, innovation, manufacturing, acquisition processes, and other matters of special interest to the DoW, germane to DoW scientific, technological, and innovation matters. Membership will consist of talented private and public sector leaders possessing a multiplicity of experience, background, and thought in support of the STIB’s mission. In selecting members, the DoW seeks to capitalize on talented, innovative private and public sector leaders to provide the broadest knowledge and expertise base in STIB membership.

The DoW, in evaluating candidates for the STIB, considers the candidate’s educational and professional experience concerning the subject matters anticipated to be tasked to the STIB. The DoW has found that viewing the complex issues facing the DoW through a multidisciplinary advisory committee provides the DoW and, more importantly, the American public with a broader understanding of the issues on which subsequent policy decisions are based. Membership shall be fairly balanced to provide a variety of background, experience, and thought in support of the STIB’s mission. The STIB’s membership balance is not static, and the DoW Appointing Authority may change the membership based upon work assigned to the STIB by the DoW Appointing Authority or the USW(R&E), as the STIB’s Sponsor.

Each STIB member, based upon their individual experience and expertise, exercises their own best judgment concerning matters before the STIB, does not represent any particular point of view, and discusses and deliberates in a manner that is free from conflicts of interest. STIB members who are not full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to title 5, U.S.C. § 3109 to serve as special government employee members. STIB members who are full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be designated pursuant to title 41, C.F.R. § 102-3.130(a) to serve as regular government employee members. The DoW, unless otherwise provided by statute or Presidential directive, does not use representative members on DoW-established or -supported advisory committees.

4. Other Balance Factors: N/A

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5. Candidate Identification Process: The identification and selection processes are designed to promote multiplicity in background, experience, and thought. The DoW, in selecting potential candidates for the STIB, reviews the education and professional credentials of individuals and bases its selection on this review and the subject matters to be handled by the STIB. Initially, the USW(R&E) requests recommendations for potential candidates from the STIB's professional staff and senior DoW career and political officials. Potential candidates for appointment may come from talented private and public sector leaders possessing a multiplicity in background, experience, and thought in support of the STIB mission.

Once potential candidates are identified, the Designated Federal Officer (DFO), in consultation with the STIB's staff, reviews the credentials of each individual and narrows the list of potential candidates. The list of candidates, once finalized by the DFO, is reviewed by the USW(R&E) in consultation with the Special Assistant to the Secretary of War for White House Liaison. The USW(R&E), in his or her review, strives to achieve a balance between the professional credentials of the individuals and the near-term subjects to be reviewed by the STIB to achieve a membership that is varied and all encompassing, both in terms of points of view to be represented and the functions to be performed by the STIB.

Before formal nomination to the DoW Appointing Authority, the list of potential nominees is reviewed by the Office of the General Counsel of the Department of War and the Advisory Committee Management Officer for the Department of War (DoW ACOMO) to ensure compliance with Federal and DoW governance requirements, including compliance with the STIB's charter and membership balance plan. Following this review, the Director of Administration and Management forwards the DoW Appointment Approval Instrument, which is prepared by the DoW ACOMO, to the DoW Appointing Authority for appointment consideration. Following approval by the DoW Appointing Authority, the candidates must complete appointment paperwork and training, to include any financial disclosure or other ethics requirements stipulated by the Office of Government Ethics for advisory committee members.

Authority to invite or appoint individuals to serve on the STIB rests solely with the DoW Appointing Authority. All STIB appointments are for a term of service of one-to-four years, with annual renewals. No member, unless approved by the DoW Appointing Authority, may serve more than two consecutive terms of service on the STIB, including its subcommittees. Membership vacancies for the STIB will be filled in the same manner as described above.

6. Subcommittee Appointments: The DoW, as necessary and consistent with the STIB's mission and DoW policy and procedures, may establish subcommittees, task forces, or working groups ("subcommittees") to support the STIB.

Individuals considered for appointment to any STIB subcommittee may come from the STIB itself or from new nominees, as recommended by the USW(R&E) and based upon the subject matters under consideration. Pursuant to DoW policy and procedures, the USW(R&E) shall follow the procedures described above in section 5 to nominate new members for appointment to a subcommittee.

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Subcommittee members shall be appointed for a term of service of one-to-four years, with annual renewals; however, no member shall serve more than two consecutive terms of service on a subcommittee, unless approved by the DoW Appointing Authority.

The USW(R&E) has established two STIB permanent subcommittees. While the number of individuals appointed to each permanent subcommittee may vary, as determined by the DoW Appointing Authority, no individual subcommittee shall have more than 15 members. These subcommittees, when tasked in accordance with DoW policy and procedures, shall provide advice and recommendations to the STIB as described for each respective subcommittee:

- 1) Science, Technology, and Innovation Board Permanent Subcommittee on Strategic Options: Identify concepts, capabilities, strategies, and courses of action in the scientific and technical enterprises that inform decision-making and serve to rebalance intervention cost and benefit to ensure U.S. operational dominance.
- 2) Science, Technology, and Innovation Board Permanent Subcommittee on National Security Innovation: Examine and advise on DoW innovation pathways and pipelines; emerging and disruptive technologies; commercial sector best practices in innovation strategy, management, processes, architectures, organizational behavior and design, human capital, decision-making, and scaling; and ways to leverage the U.S. innovation ecosystem in support of national security.
7. Other: As nominees are considered for appointment to the STIB, the DoW adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Advisory Committees, Boards, and Commissions (79 Federal Register 47482; August 13, 2014); the rules and regulations issued by the Office of Government Ethics; the Assistant to the President for Science and Technology and Director of the Office of Science and Technology Policy Memorandum, "Scientific Integrity," dated December 17, 2010; and section 7 of the Presidential Memorandum, "Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking," dated January 27, 2021.
8. Date Prepared: February 25, 2026