



RESEARCH
AND ENGINEERING

UNDER SECRETARY OF WAR
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WASHINGTON, DC 20301-3030

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OFFICE OF PREPUBLICATION AND SECURITY REVIEW

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MEMORANDUM FOR CHAIR, SCIENCE, TECHNOLOGY, AND INNOVATION BOARD

SUBJECT: Terms of Reference - Defense Science Board Permanent Subcommittee on National Security Innovation

I am tasking Science, Technology and Innovation Board (“the Board”), through the establishment of the Permanent Subcommittee on National Security Innovation (“the Permanent Subcommittee”), to examine and advise on Department of War (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.

The permanent subcommittee’s findings, observations, and recommendations will be presented to the full Board for its thorough, open discussion and deliberation at a properly noticed and public meeting(s), unless the meeting(s) must be closed in accordance with one or more of the exemptions found in subsection 552b(c) of title 5, U.S. Code. The Board will provide its findings and recommendations to the Under Secretary of War for Research and Engineering as the Sponsor of the Board. The nominal start date of the permanent subcommittee will be within 30 days of the initial appointment of the permanent subcommittee members.

I will be the sponsor of the permanent subcommittee. In support of this ToR and the work conducted in response to it, the permanent subcommittee and Board has my full support to meet with Department leaders. The Board staff, on behalf of the Board, may request the Office of the Secretary of War and DoW Component Heads to timely furnish any requested information, assistance, or access to personnel to the Board. All requests shall be consistent with applicable laws; applicable security classifications; Department of Defense Instruction 5105.04, “Department of Defense Federal Advisory Committee Management Program”; and this ToR.

Material provided to the Board becomes a permanent part of the Board’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 subsection 552(b) of title 5, U.S. Code before the data/information is released to the Board. The Board 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 Board will operate in conformity with and pursuant to the Board’s charter; chapter 10 of title 5, U.S. Code (commonly known as “the Federal Advisory Committee Act”); subsection 552b(c) of title 5, U.S. Code; and other applicable federal statutes, regulations, and policy. Individual Defense Science Board (DSB) members do not have the authority to make decisions or

provide recommendations on behalf of the Board nor report directly to any Federal representative. The members of the Board 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, consisting of a stylized, cursive 'E' followed by a long, sweeping horizontal line that extends to the right.

Emil Michael