



Functional Bureau Strategy

**OFFICE OF THE SCIENCE AND TECHNOLOGY ADVISER
TO THE SECRETARY OF STATE**

FOR PUBLIC RELEASE

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1. Executive Statement and Mission Statement

The Biden-Harris Administration has made clear the importance of science- and evidence-based policy making for both national security and economic prosperity. It **elevated the role of science** within the Administration by making the Director of the White House Office of Science and Technology Policy (OSTP) a full Cabinet-level post for the first time in history and **ordered the formation of the President’s Council of Advisors on Science and Technology**. The President also **focused on emerging technologies** in a January 20th open letter to his nominee for OSTP Director, noting that “our future depends on our ability to keep pace with our competitors in the [emerging technology] fields that will define the economy of tomorrow,” and in the **interim National Security Strategic Guidance**, stating that countries are “racing to develop and deploy emerging technologies...that could shape everything...America must reinvest in retaining our scientific and technology edge and once again lead, working alongside our partners...” The Administration also **released a “Memorandum on Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking”** to ensure the U.S. government accurately and appropriately considers science and technological information in policy decisions. Secretary Blinken has affirmed that “we need a State Department and a diplomatic corps that **treats cyber and technology like the central issues** that they are.”

The STAS Mission:

- **Anticipate** the foreign policy impacts of scientific research, development, discoveries, and innovations emerging from the high-tech and private sectors;
- **Build** science, technology, and innovation (STI) capacity within the Department; and
- **Engage** the U.S. science, engineering, and technology enterprise, as well as foreign STI leaders and organizations, to connect emerging STI to foreign policy and to promote Department priorities.

The Office of the Science and Technology Adviser to the Secretary of State (STAS) enhances the capacity of the Department and its senior leadership to understand, manage, forecast, and respond to the evolving role of STI as it intersects with U.S. foreign policy interests, impacts democratic values and economic opportunities, and shapes policy options. The STI landscape

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will continue to evolve, events around the world will continue to shape and prompt reassessments of priorities for STI engagement, and new avenues for STI cooperation will continue to open.

In all these scenarios, the Department's relationships with the U.S. and foreign STI communities will be important. STAS has a vast network of non-government partners in academia, the private sector, and non-profit organizations, and it will deepen and sustain these networks. STAS seeks to promote an international environment that embraces emerging technologies and STI to build prosperity and strengthen economic and national security.

STAS supports multilateral policy priorities, such as increasing science advising capacity in foreign ministries; enhancing the power of science diplomacy around the globe; and using standard-setting as an essential tool for promoting scientific and technological norms in support of economic principles and democratic values. STAS works through the UN Commission on Science and Technology for Development (CSTD) and the Multi-stakeholder Forum on Science, Technology, and Innovation for the Sustainable Development Goals (STI Forum) to elevate the role of STI for development.

STAS was created in 2000 by then Secretary of State Madeline Albright in response to a 1999 study by the National Research Council. The position of Science and Technology Adviser to the Secretary was authorized by Congress through Senate Act 886, which amended the State Department Basic Authorities Act of 1956 (22 USC 2651a) to create such a position. The legislation creating the Adviser indicates that he or she would report to the Secretary through the appropriate Under Secretary. STAS currently reports directly to the Under Secretary for Economic Growth, Energy, and the Environment (E), while also fulfilling its mandate of supporting the entire Department.

Building on twenty-one years of activity, STAS remains a unique, dynamic, and valuable resource to Department leadership, bureaus, and offices. With its small team of technical experts, the ability to reach outside the Department to tap the U.S. STI enterprise, and the nimbleness to work with a gamut of both regional and technical offices, STAS contributes to multiple Department-wide responsibilities that advance core interests of the Department

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and the Administration. STAS is engaging in everything from helping to develop standards for artificial intelligence that prevent authoritarian regimes from subverting democratic values to averting undue PRC influence in the digital connectivity, technology, and data protocols of the UN's "Asia Pacific Information Highway" that would limit U.S. private sector opportunities.

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2. Bureau Strategic Framework

Bureau Goal 1: Elevate the role of science, technology, and innovation (STI) and advance the use and understanding of STI to meet foreign policy objectives

- **Bureau Objective 1.1:** Expand the use of STI in dialogues and partnerships
- **Bureau Objective 1.2:** Support the use of STI as a PD tool to strengthen relationships and collaboration
- **Bureau Objective 1.3:** Strengthen links to the external STI community both domestically and internationally

Bureau Goal 2: Leverage the scientific community to increase scientific and technological capacity at the Department

- **Bureau Objective 2.1:** Expand science and technology fellowships
- **Bureau Objective 2.2:** Enhance Department access to STI expertise and information
- **Bureau Objective 2.3:** Develop a global network of regional officers focused on STI to advance U.S. technology leadership

Bureau Cross-Cutting Management Goal 1: Increase the Department's capacity for technology diplomacy and facility with STI issues in foreign policy through coordination and workforce development

- **Bureau Cross-Cutting Management Objective 1.1:** Improve Department access to a wider, more diverse workforce with STI talent necessary for 21st century diplomacy
- **Bureau Cross-Cutting Management Objective 1.2:** Develop enterprise-wide approaches to support Department STI priorities

3. Bureau Goals and Objectives

Bureau Goal 1: Elevate the role of science, technology, and innovation (STI) and advance the use and understanding of STI to meet foreign policy objectives

- **Bureau Goal 1 Description:** There is widespread recognition of the vital role that STI plays in foreign policy, not only because STI serves as a common “currency” by which countries and economies interact, but also because STI impact all aspects of foreign policy decision-making. All countries – regardless of politics, culture, and worldview – want to engage with American scientists, technologists, and engineers. Today, STI diplomacy is paramount as we strive to promote American prosperity, uphold democratic values, build strong partnerships and relationships with our partners and allies, and protect our people, interests, and environments. STAS will ensure that all STI tools at the Department’s disposal are deployed to advance our foreign policy objectives.

Bureau Objective 1.1: Expand the use of STI in dialogues and partnerships

- **Bureau Objective 1.1 Justification and Linkages:** STI advances have the power to shape everything from the economic and military balance to the future of work and wealth. STI will advance clean energy technologies, unlock cures for diseases, and advance commerce and access to information. At the same time, STI can create new challenges for national security, economic stability, democratic values and the environment. Thus, the Department should represent STI in its foreign policy objectives in a way that maximizes benefits, minimizes risk, and facilitates U.S. STI leadership and competitiveness. We will achieve Bureau Goal 1 by recognizing the central role that STI plays in all aspects of foreign policy and deepening the Department’s connections to the U.S. STI community to assist in addressing complex global challenges. This will be especially critical in situations where STI can be a tool for building confidence in regions and countries where other mechanisms are viewed as too political. Objective 1.1 supports Goal 2.3 in the 2022-2026 JSP and aligns with the STAS mission statement.

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- **Bureau Objective 1.1 Risk Considerations:** STI is not always integrated into the highest levels of decision-making or engagements at the Department. STI is a core geopolitical interest, critical to national and economic security, and is a factor for allocating Department energy and resources.

Bureau Objective 1.2: Support the use of STI as a PD tool to strengthen relationships and collaboration

- **Bureau Objective 1.2 Justification and Linkages:** All countries – regardless of politics, culture, and worldview – want to engage with American scientists, technologists, and engineers. This is true even for countries where governmental relations are strained or non-existent. This provides an opportunity to connect with foreign societies, through speaking opportunities, teaching, and capacity building, to facilitate conversations about how to address STI benefits and risks and advance democratic values. These discussions can also help promote Administration priorities, including on global challenges like climate change and global health security. Objective 1.2 supports Goal 2.3 in the 2022-2026 JSP and aligns with the STAS mission statement.
- **Bureau Objective 1.2 Risk Considerations:** STI is not always integrated into the highest levels of decision-making or engagements at the Department, meaning that PD events focused on STI can easily be overshadowed by other topics.

Bureau Objective 1.3: Strengthen links to the external STI community both domestically and internationally

- **Bureau Objective 1.3 Justification and Linkages:** The acceleration of scientific and technological change has convinced almost all countries that they must become more innovative in this highly competitive and interconnected world. Fostering innovative capacity across the globe supports continued innovation in the United States, global economic well-being, and broader and deeper foreign policy and diplomatic relationships. U.S leadership in STI research is essential for national security; ground-breaking research and expert training occurs in universities, government laboratories,

research institutions and private sector, much of which is enhanced through international collaboration. Strengthening ties to STI communities, domestic and international, enhances the Department's network, and provides access to cutting edge scientists, technologists, and engineers focused on STI issues that align with Department priorities. Objective 1.3 supports Goal 2.3 in the 2022-2026 JSP and aligns with the STAS mission statement.

- **Bureau Objective 1.3 Risk Considerations:** The increase of STI investment by nations around the world has reduced U.S. leadership and global market share in numerous ways. The Department must engage with broad stakeholders around the globe to ensure that it has access to the innovation and talent that support U.S. competitiveness.

Bureau Goal 2: Leverage the scientific community to increase scientific and technological capacity at the Department

- **Bureau Goal 2 Description:** The great achievements of the U.S. STI enterprise in the postwar era were partially the result of decades-long investments in the recruitment and development of a generation of talented scientists and engineers who dedicated their careers to helping the U.S. Government meet its objectives. Over time, however, government has afforded less mobility to scientists and engineers, opportunities in the private high-tech sector have grown, and the connections between STI and policymaking have become less clear, impacting our ability to recruit and retain the best and brightest. Increasing STI capacity and coordination at the Department allows us to better gather, analyze, and disseminate information to support decision-makers in predicating and incorporating STI trends into foreign policy.

Bureau Objective 2.1: Expand science and technology fellowships

- **Bureau Objective 2.1 Justification and Linkages:** STAS manages several STI fellowships to increase and maintain core scientific capacity at the Department. These fellows are placed throughout the Department and form an effective network inside and outside of their official positions that can influence policymaking with evidence-based science to support our foreign policy goals. Objective 2.1 supports Goal 2.3 in the 2022-2026 JSP and aligns with the STAS mission statement.
- **Bureau Objective 2.1 Risk Considerations:** The hiring process in the Department for FAOs is focused on candidates with backgrounds in the humanities rather than STI, and the foreign service is not seen as rewarding assignments in STI in its promotions board process. The confluence of these circumstances has resulted in reliance on fellowships and limited special hiring authorities to meet our Department STI needs at a time when our international challenges are increasingly technically complex.

Bureau Objective 2.2: Enhance Department access to STI expertise and information

- **Bureau Objective 2.2 Justification and Linkages:** Most U.S. STI capability exists in non-government institutions, such as academic institutions, laboratories, and private sector. Department access to external experts is a necessity to ensure U.S. foreign policy is supported by accurate and up-to-date scientific analysis. Objective 2.2 supports Goal 2.3 in the 2022-2026 JSP and aligns with the STAS mission statement.
- **Bureau Objective 2.2 Risk Considerations:** Undertaking partnerships can help build long-term relationships with external stakeholder but are time intensive to set up and sustain.

Bureau Objective 2.3: Develop a global network of regional officers focused on STI to advance U.S. technology leadership

- **Bureau Objective 2.3 Justification and Linkages:** Technology diplomacy is now a core geopolitical challenge. The United States must remain competitive with proactive rivals and promote U.S. leadership in technology, secure our economic assets, and ensure technology ecosystems support U.S. values. Developing officers focused on transnational technology issues, promoting regional cooperation and public diplomacy, and energizing global technology hubs to accomplish Department objectives will be critical. Objective 2.3 supports Goal 2.3 in the 2022-2026 JSP and aligns with the STAS mission statement.
- **Bureau Objective 2.3 Risk Considerations:** STI is not always integrated into the highest levels of decision-making or engagements at the Department. STI is a core geopolitical interest, critical to national and economic security, and is a factor for allocating Department energy and resources.

4. Bureau Cross-Cutting Management Goal

Bureau Cross-Cutting Management Goal 1: Increase the Department's capacity for technology diplomacy and facility with STI issues in foreign policy through coordination and workforce development

- **Bureau Cross-Cutting Management Goal 1 Description:** Technology diplomacy is now a core geopolitical challenge. The United States must remain competitive with proactive rivals and promote U.S. leadership in technology, secure our economic assets, and ensure technology ecosystems support U.S. values. Being able to build the talent pool at the Department through efforts to attract, recruit, and retain those with specialized STI talent will be critical. In addition, upholding and building scientific integrity awareness and capacity within the Department strengthens our ability to incorporate data-driven, evidence-based and science-informed decision making in our foreign policy.

Bureau Cross-Cutting Management Objective 1.1: Improve Department access to a wider, more diverse workforce with STI talent necessary for 21st century diplomacy

- **Bureau Cross-Cutting Management Objective 1.1 Justification and Linkages:** The Department is supporting the National Security Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships, and as part of that, the Department is focused on how to ensure our work force has the technical talent it needs to meet the technology challenges of tomorrow. This Objective is supported by Goal 2.3 in the JSP, the Interim National Security Strategic Guidance, and the mission statement of STAS.
- **Bureau Cross-Cutting Management Objective 1.1 Risk Considerations:** The hiring process in the Department for FAOs is focused on candidates with backgrounds in the humanities rather than STI, and the foreign service is not seen as rewarding assignments in STI in its promotions board process. The confluence of these circumstances has resulted in reliance on short-term solutions to meet our

Department STI needs at a time when our international challenges are increasingly technically complex.

Bureau Cross-Cutting Management Objective 1.2: Develop enterprise-wide approaches to support Department STI priorities

- **Bureau Cross-Cutting Management Objective 1.2 Justification and Linkages:** STI issues span across bureaus and equities, making coordination and systematic analysis of strategic planning challenging. These cross-cutting issues must be addressed holistically, to ensure that national and economic security are equally considered, while also ensuring that we uphold democratic values, human rights, civil liberties, and privacy. This Objective is supported by Goal 2.3 in the JSP, the Interim National Security Strategic Guidance, and the mission statement of STAS.
- **Bureau Cross-Cutting Management Objective 1.2 Risk Considerations:** There is no single entity focused on helping the Department develop and implement effective strategies to comprehensively address technology policy.