



SECRETARY OF THE ARMY  
WASHINGTON

21 JAN 2025

MEMORANDUM FOR

Assistant Secretary of the Army (Acquisition, Logistics, and Technology), 103 Army Pentagon,  
Washington, DC 20310-0103  
Chairman, Army Science Board, 2530 Crystal Drive, Suite 7098, Arlington, Virginia 22202

SUBJECT: Terms of Reference for Army Science Board Study "Army Technology Adoption"

1. I request the Army Science Board conduct a study entitled "Army Technology Adoption." The purpose of the study will be to assess how well the Army adopts commercial and other external technologies and influences the development of technologies deemed critical to its operations and continuous transformation.
2. The unprecedented rate of global technological development, innovation, and diffusion makes it imperative that the Army continuously and effectively adopt militarily exploitable, new, and emerging technologies. It must undertake the cultivation and adoption of these technologies regardless of source, influencing development where possible to extract products that drive capabilities which best serve Army requirements.
3. To assess the Army's capacity for adopting game-changing technologies and fostering disruptive innovation, the study team's tasks shall include, but not be limited to, the following:
  - a. Assess existing Army adoption capacity by developing a baseline of Army processes for the adoption of external technologies, including uses cases and successes.
  - b. Seek best practices of technology adoption from other U.S. Government organizations and collect lessons learned that can be leveraged by Army.
  - c. Develop an understanding of how industry adopts technologies and what lessons may be applied to Army, especially as it pertains to partnering and using incentives to leverage capability providers.
  - d. Identify opportunities for the Army to improve its adoption capacity of new and emerging technologies to include assessment, fiscal agility, policy, culture, training, application, techniques, tactics, and procedures.
4. The Commanding General, U.S. Army Futures Command will sponsor this effort and assist the study team by providing a government representative, grade O-5 (or civilian equivalent) to act as an Alternate Designated Federal Officer for the study, and by providing access to classified information and other resources as needed to conduct the study.

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5. A briefing with initial findings and recommendations will be provided to the Secretary of the Army by 30 September 2025. The study will operate in accordance with the Federal Advisory Committee Act and Department of Defense (DoD) Directive 5105.04 (DoD Federal Advisory Committee Management Program). It is not anticipated that this study will need to go into any particular matters as defined by Title 18, United States Code, section 208, nor will it cause any member of the study team to be placed in the position of acting as a procurement official that may constitute a conflict of interest.



Mark F. Averill

CF:  
Chief of Staff of the Army  
Under Secretary of the Army  
Vice Chief of Staff of the Army  
Assistant Secretary of the Army (Acquisition, Logistics, and Technology)  
Deputy Chief of Staff, G-2  
Deputy Chief of Staff, G-3/5/7  
Commander, U.S. Army Futures Command