

DAY ONE PROJECT

Day One Top 150 S&T Roles in Government *Key Federal Science & Technology Leadership Roles*

In consultation with the science and technology community, the Day One Project has developed a list of key existing leadership roles across the Federal Government where scientific and technical expertise is most critical. Through this “Science Plum Book”, we aim to shine a light on important and overlooked roles and encourage the next administration to prioritize building a diverse talent pipeline and inspire new voices with deep expertise in science and technology to serve in government.

Table of Federal S&T Roles

Department of Agriculture (USDA)

Office of the Secretary

Office of the Under Secretary for Research, Education, and Economics

Office of the Under Secretary for Natural Resources and Environment

Department of Commerce

National Oceanic and Atmospheric Administration (NOAA)

National Institute of Standards and Technology (NIST)

Office of Policy and Strategic Planning

Department of Defense (DoD)

Office of the Under Secretary of Defense for Acquisition & Sustainment

Office of the Under Secretary of Defense for Research & Engineering

Office of the Under Secretary of Defense for Policy

Office of Cost Assessment and Program Evaluation (CAPE)

Office of Small Business Programs

Office of the Assistant Secretary of Defense for Space Policy

Defense Advanced Research Projects Agency (DARPA)

Air Force

Department of Education (ED)

Office of Education Technology

Institute of Education Sciences

Department of Energy (DOE)

Office of the Secretary

Office of the Under Secretary for Management and Performance

DAY ONE

PROJECT

[Office of the Under Secretary for Science](#)

[National Nuclear Security Administration \(NNSA\)](#)

[Advanced Research Projects Agency-Energy \(ARPA-E\)](#)

[Assistant Secretary for Congressional and Intergovernmental Affairs](#)

[Loan Programs Office](#)

[Assistant Secretary for Electricity Delivery and Renewable Energy \(EERE\)](#)

[Office of Cybersecurity, Energy Security, and Emergency Response \(CESER\)](#)

[Office of Fossil Energy \(FE\)](#)

[Office of Nuclear Energy](#)

[Office of Science \(SC\)](#)

[Office of Technology Transitions \(OTT\)](#)

[Office of International Affairs](#)

[Artificial Intelligence and Technology Office \(AITO\)](#)

[Department of Health and Human Services \(HHS\)](#)

[Biomedical Advanced Research and Development Authority \(BARDA\)](#)

[Office of the National Coordinator for Health IT \(ONC\)](#)

[National Institutes of Health \(NIH\)](#)

[Department of Homeland Security \(DHS\)](#)

[Office of Science and Technology](#)

[Federal Emergency Management Agency \(FEMA\)](#)

[Office for Health Affairs and Chief Medical Officer](#)

[Department of the Interior \(DOI\)](#)

[U.S. Geological Survey](#)

[United States Fish and Wildlife Service \(FWS\)](#)

[Department of Justice \(DOJ\)](#)

[Department of Labor \(DOL\)](#)

[Office of the Secretary](#)

[Office of the Assistant Secretary for Policy](#)

[Office of Congressional and Intergovernmental Affairs](#)

[Employment and Training Administration](#)

[Bureau of Labor Statistics](#)

[Department of State \(State\)](#)

[Office of the Secretary](#)

[Office of the Undersecretary for Economic Growth, Energy, and Environment](#)

[Office of the Undersecretary for Arms Control and International Security Affairs](#)



Department of Transportation (DOT)

Office of the Secretary

Office of the Assistant Secretary for Research and Technology

Office of the Undersecretary for Transportation Policy

Federal Aviation Administration (FAA)

Department of Veteran Affairs (VA)

Office of Acquisition, Logistics, and Construction

Office of Information and Technology

Veterans Health Administration (VHA)

Environmental Protection Agency (EPA)

Office of the Administrator

Office of the Assistant Administrator for Air and Radiation (OAR)

Office of the Assistant Administrator for Research and Development

Assistant Administrator for Research and Development

Office of Chemical Safety and Pollution Prevention (OCSPP)

Executive Office of the President (EOP)

Office of Science and Technology Policy (OSTP)

Federal Communications Commission (FCC)

Office of Engineering and Technology (OET)

Federal Trade Commission (FTC)

Office of the Chairman

Office of the Executive Director

Bureau of Consumer Protection

Bureau of Competition

National Aeronautics and Space Administration (NASA)

Office of the Administrator

National Science Foundation (NSF)

Office of the Director

Office of Legislative & Public Affairs (OD/OLPA)

Office of Management and Budget (OMB)

Office of the Director

Resource Management Offices

Office of Information & Regulatory Affairs (OIRA)

U.S. Patent and Trademark Office (USPTO)

DAY ONE

PROJECT



[Department of Agriculture \(USDA\)](#)

Office of the Secretary

Secretary

Presidential Appointment with Senate Confirmation

The Secretary leads USDA's policy development and execution for food, agriculture, natural resources, rural development, and nutrition. This role is responsible for overseeing the American farming industry, helping farmers with price support subsidies and leading food inspection efforts. As a member of the Cabinet, the Secretary serves as main advisor to the President on issues related to agriculture and food.

Office of the Under Secretary for Research, Education, and Economics

Undersecretary for Research, Education, and Economics

Presidential Appointment with Senate Confirmation

This position is the top scientist at the USDA, overseeing the Agricultural Research Service (ARS), the National Institute of Food and Agriculture (NIFA), the Economic Research Service and more. ARS conducts research supporting the USDA's mission, while NIFA funds agricultural research at universities. This position is critical to all research conducted and funded by the USDA on food security and sustainability.

Administrator, Agricultural Research Service

Presidential Appointment with Senate Confirmation

The Agricultural Research Service (ARS) is USDA's principal in-house research agency and has a portfolio of research and technology transfer programs that deliver scientific solutions to many of the nation's highest priority agricultural challenges. The ARS Director oversees a \$1.3B budget, 1,800 scientists and 90 laboratories throughout the world. The Director provides national leadership, vision, guidance, and direction for the Agricultural Research Service.

Office of the Under Secretary for Natural Resources and Environment

Under Secretary for Natural Resources and Environment

Presidential Appointment with Senate Confirmation

The Under Secretary for Natural Resources and Environment is the principal advisor to the Secretary of Agriculture on policy to promote conservation and sustainable use of the country's natural resources. The person in this role is responsible for all day-to-day operations of the U.S.



Forest Service, and shepherding the improvement of forest conditions across the National Forest System and all the nation's forests.

[Department of Commerce](#)

National Oceanic and Atmospheric Administration (NOAA)

NOAA Administrator and Under Secretary of Commerce for Oceans and Atmosphere

Presidential Appointment with Senate Confirmation

The NOAA Administrator manages the day-to-day functions and the strategic and operational future of NOAA—the nation's top science agency for climate, oceans, and the atmosphere. The Administrator is integral to executing a coherent federal climate-change policy. They oversee a \$5.6B budget and monitor programmatic functions such as the National Environmental Satellite, Data and Information Service, National Ocean Service, and the National Weather Service. The Administrator needs to have solid scientific rigor, team-building skills, and strategic sensibility to successfully run NOAA.

Deputy NOAA Administrator and Assistant Secretary of Commerce for Oceans and Atmosphere

Presidential Appointment with Senate Confirmation

The Deputy NOAA Administrator leads a variety of efforts aimed at advancing marine transportation, sustainable seafood, and ocean exploration and mapping. They lead NOAA's support on Indo-Pacific Strategy, Arctic research, operations, and engagement, and the execution of science and technology strategies for AI, unmanned systems, omics, cloud tech, and citizen science. The Deputy Administrator chairs or co-chairs a variety of interagency bodies including the Coordinating Board for the Committee on the Marine Transportation System and the US Coral Reef Task Force. They are also a member of the National Science and Technology Council's Select Committee on AI, the National Security Council's Policy Coordination Committees on Pacific Island Countries, the Arctic, and Maritime Security, and the Executive Steering Group of the National Space Based Positioning, Navigation, and Timing.

Assistant Secretary of Commerce for Environmental Observation and Prediction.

Presidential Appointment with Senate Confirmation

The Assistant Secretary of Commerce for Environmental Observation and Prediction is responsible for guiding key investments that advance weather modeling and prediction, space innovation, unmanned systems research, and public-private partnerships for a blue economy. They are responsible for strategic oversight over spending related to weather modeling and



prediction, space innovation, streamlining unmanned systems research for mission areas, and partnership potential for the nation's oceans.

Chief of Staff, NOAA

Noncareer Appointment

The Chief of Staff provides direct support to the NOAA Administrator. They provide the complete range of management functions to the Administrator's immediate staff of professionals and secretarial employees. They develop plans and oversee policies, major programs of joint effort. Lastly, they direct the functions, hiring, training, disciplinary actions and leave of staff.

Chief Scientist

Presidential Appointment

The Chief Scientist is responsible for driving policy and programming for NOAA's science and technology priorities. This includes a broad research and technology portfolio, ranging from fisheries and marine biology to climate change and satellite instrumentation. The Chief Scientist is also responsible for ensuring that policy decisions are aligned with scientific evidence.

Assistant Administrator, Ocean and Atmospheric Research (OAR)

Career Appointment

The Assistant Administrator oversees OAR, the research and development arm of NOAA and the driving force behind environmental products aimed at protecting life and promoting sustainable economic growth. They are responsible for a variety of research enterprises, including a network of laboratories and programs like the Climate Program, Weather Research, and Ocean Exploration.

National Institute of Standards and Technology (NIST)

NIST Director and Under Secretary of Commerce for Standards and Technology

Presidential Appointment with Senate Confirmation

NIST is the federal hub for advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life. The NIST Director provides high-level oversight and direction for NIST—which has a \$1B budget—and will play a key role in setting standards related to AI, QIS and other emerging technologies of the coming years. The NIST Director should be someone with a broad background in science and technology, a history of working effectively with U.S. federal labs, and significant cross-sector and industry leadership experience.



Associate Director for Laboratory Programs

Career Appointment

Reporting directly to the NIST Director, the Associate Director for Laboratory Programs manages U.S. measurement infrastructure—all of NIST’s scientific and technology lab programs. They oversee national advanced spectrum and communications test networks (Comms Tech lab), cyber-physical systems like Smart Grid Program Office (Engineering Lab), cybersecurity framework (IT Lab), neutron research and nanoscale science and technology (crucial for SME fabrication methods).

Associate Director for Innovation and Industry Services

Career Appointment

The Associate Director for Innovation and Industry Services serves as NIST’s principal executive responsible for partnerships with industry, providing oversight for the key extramural and technology transfer programs of the institute, including the Baldrige Performance Excellence Program; the Hollings Manufacturing Extension Partnership; the Office of Advanced Manufacturing, which coordinates the interagency Manufacturing USA program; and the Technology Partnerships Office, which includes NIST’s Small Business Innovation Research Program. They are responsible for enhancing the successful transfer of new technologies from NIST’s research laboratories to commercial markets and for reporting on behalf of the Federal Government impacts from the nation’s more than \$150 billion federal investment in research. Lastly, the Associate Director is responsible for coordinating technology transfer policy development and implementation through a network of U.S. federal interagency technology transfer bodies.

Office of Policy and Strategic Planning

Director, Office of Policy and Strategic Planning

Noncareer Appointment

The Director of The Policy and Strategic Planning oversees the development and implementation of policy throughout the department. Given the vast sweep of the Commerce Department's portfolio, its Policy Director can have substantial influence over a wide array of issues that affect science and technology, including the allocation of spectrum (NTIA), standards development (NIST), export control (BIS), and environmental policy (NOAA), among others.



[Department of Defense \(DoD\)](#)

Office of the Under Secretary of Defense for Acquisition & Sustainment

Under Secretary of Defense for Acquisition & Sustainment

Presidential Appointment with Senate Confirmation

The Under Secretary for Acquisition & Sustainment is in charge of the effective acquisition system—all matters pertaining to contract administration, logistics and materiel readiness, installations and environment, operational energy, chemical, biological, and nuclear weapons, the acquisition workforce, and the defense industrial base. Focusing on rapidly responding to Combatant Commands' needs, modernizing nuclear deterrent, executing acquisition reforms, sustaining critical weapons systems, collaborating with emerging partners, and ensuring the nation's industrial base is robust, secure, resilient, and innovative. This position is critical to prepare, sustain and ensure the military is operationally modernized.

Office of the Under Secretary of Defense for Research & Engineering

Under Secretary of Defense for Research & Engineering (R&E)

Presidential Appointment with Senate Confirmation

With a focus on R&D and innovation at DoD, the requirements of the Under Secretary are to provide technical and research expertise, possess a deep understanding of how to navigate DoD, and serve as a bridge for engaging and inspiring industry to work and support key initiatives and research within the Pentagon. The USD R&E is responsible for research, development, and prototyping activities across the DoD enterprise, charged with ensuring the technological superiority of the DoD. Furthermore, this individual oversees DARPA, Missile Defense Agency, the Defense Innovation Unit, the Space Development Agency, the DoD Laboratory enterprise, and the Under Secretariat staff on advanced technology and capabilities. This position is key for the R&D enterprise at DoD.

Deputy Under Secretary for R&E

Presidential Appointment with Senate Confirmation

The Deputy Under Secretary of Defense for R&E is responsible for research, development, and prototyping activities across the DoD enterprise. They oversee the activities of DARPA, Missile Defense Agency, the Defense Innovation Unit, the Space Development Agency, the DoD Laboratory enterprise, and the Under Secretariat staff on advanced technology and capability.



Director of Defense R&E for Modernization

Noncareer Appointment

The Director of Defense oversees investment and capability analysis of the Pentagon's modernization priorities. They lead the 11 principal directors assigned to modernization portfolios, managing the roadmaps, strategies, and other activities. They are a crucial component for ensuring the military stays modernized and advances R&D.

Principal Director for Biotechnology

Noncareer Appointment

The Principle Director for Biotechnology is the key leader in biotechnology strategy, investment, modernization, and implementation across DoD, as the senior biotech role in the Office of Under Secretary of Defense (R&D) and senior leader-advisor for each of the services and unified combatant commands. Because biotechnology is crucial, but not traditionally thought of as a defense technology, the role shapes the perspective of senior leaders and policy makers across an entire Federal S&T domain. They contribute to war game development and scenarios that would enable the risks and opportunities to be observed in the context of mission applications. This position is important for the incoming administration because it provides a service-specific perspective on requirements and priorities in biotechnology development. The Biotechnology PD enables the risks and opportunities to be observed in the context of mission applications. They are responsible for assessing, developing strategy, and implementing biotechnology modernization across each of the respective mission sets.

Office of the Under Secretary of Defense for Policy

Under Secretary of Defense for Policy

Presidential Appointment with Senate Confirmation

The Under Secretary is responsible for consistently providing responsive, forward-thinking, and insightful policy advice to the Secretary of Defense on national security objectives and priorities, oversight of military plans and operations, and in National Security Council deliberations. They assist with the Defense Technology Security Administration.

Office of Cost Assessment and Program Evaluation (CAPE)

Director, Office of Cost Assessment and Program Evaluation

Noncareer Appointment

The CAPE Director reports directly to the Secretary of Defense and Deputy to provide analytic advice on all aspects of the defense program, including alternative weapon systems and force structures, the development and evaluation of defense program alternatives, and the cost-effectiveness of defense systems. They develop planning guidance, production of applicable programming guidance, and direction of the annual review program (e.g., Future Years Defense Program—force structure, procurement, manpower, R&D costs). Furthermore,



the CAPE Director informs Joint Requirements Oversight Council, and conducts special studies, e.g. military medical care, school systems for military dependents, information technology, and defense economics.

Office of Small Business Programs

Deputy Assistant Secretary of Defense for Industrial Policy and Director, Office of Small Business Programs

Presidential Appointment with Senate Confirmation

The Deputy DASD of Industrial Policy leads a network of over 700 small business professionals and advises on acquisition. They integrate all DoD small business initiatives and oversee the efficient and effective functioning of the Department's Small Business Specialists and Acquisition Workforce. They provide guidance and oversight to Military Service and Agencies in creating unity of effort over DoD Small Business Strategy, part of the National Security Strategy and National Defense Strategy. Lastly, they are responsible for small business improvements and partnerships within DoD, especially with startups in tech.

Office of the Assistant Secretary of Defense for Space Policy

Assistant Secretary of Defense for Space Policy

Schedule C Excepted Appointment

The Assistant Secretary for Space Policy leads DoD space policy. This individual has full oversight over all space activities of the DoD, from procurement of launch vehicles to launch, licensing, and GPS satellites. The ASD(SP) also leads interagency coordination on behalf of DoD.

Defense Advanced Research Projects Agency (DARPA)

Director, DARPA

Noncareer Appointment

The DARPA Director leads the agency with the mission to "anticipate, explore, and achieve the concepts and technologies on which our Nation's future deterrent and defense must depend." DARPA has contributed numerous breakthroughs for national security and laid the foundation for a series of technology revolutions. Its role is as vital as ever, and it must have strong, experienced, creative leadership within the incoming Administration.



Air Force

Secretary of the Air Force

Presidential Appointment with Senate Confirmation

The Secretary of the Air Force is responsible for the affairs of the Air Force, including organizing, training, equipping, and providing for the welfare of 685,000 active duty, Guard, Reserve, and civilian Airmen and their families; oversees Air Force's annual budget of more than \$205 billion; directs the development of strategy and policy, risk management, weapons acquisition, tech investments, and human resource management; implements decisions of the President and Congress.



[Department of Education \(ED\)](#)

Office of Education Technology

Director, Office of Education Technology

Noncareer Appointment

By statute, the Director reports directly to the Secretary, and is authorized to develop and implement the national vision and strategy for educational technology policy both within the Department and across government. This includes promoting awareness of the potential of technology for improving teaching and learning, supporting state and local efforts to increase the effective, research-based use of technology, promoting the effective uses of technology in existing federal education programs, and coordinating educational technology activities among the public and private sectors. The Director develops national educational technology policy and establishes the vision for how technology can be used to transform teaching and learning to make everywhere, all-the-time learning possible for K-12, higher education, and adult education programs. The Director works in collaboration with other ED offices, the White House, and other federal agencies on issues related to the effective use of technology to support teaching and learning. OET is also the primary Department of Education office for outreach to the education technology developer community.

With virtually all learning in both public K-12 schools and higher education institutions either fully online or partially online, there is a critical need for a strategic vision of the policies, strategies, capacities, and resources necessary for effective online and hybrid teaching and learning. This role is critical to a successful pandemic response by supporting the effective, efficient use of federal funds at both the state and local levels as well as providing guidance on the equitable, effective use of technology for learning to begin to address the disproportionate learning lost through the pandemic among marginalized youth and our most vulnerable populations. The Director will need to coordinate closely with the senior leadership at ED, WH OSTP, DPC, NEC, HHS, CDC, and others to ensure that the government is properly prioritizing and supporting evidence-based practices to accelerate our recovery and minimize ongoing learning losses, and to ensure that all students are being reached and served.

Deputy Director, Office of Education Technology

Schedule C Excepted Appointment

The Deputy Director of OET provides direct support to the mission of the office, and often takes on an additional specialty role based on their background and the priority needs of ED that may include expertise, for example, in higher education or in the more technical side of learning technology (privacy, interoperability, OER, etc), as opposed to the policy side. This position also often serves as an internal consultant to ED offices providing them guidance on the best use of technology for their priorities, impacting the deployment and use of billions of



dollars in federal spending. The administration may choose to appoint someone to this role with particular expertise to move forward national policy initiatives. For example, if extending broadband for learning at home is a priority for the administration, this person could be an expert in E-rate and state and school connectivity issues. If helping higher education adapt to fully online or hybrid learning was a priority, this position could be someone with higher ed leadership and learning technology expertise.

Institute of Education Sciences

Director, Institute of Education Sciences

Presidential Appointment with Senate Confirmation

The Director leads the statistics, research, and evaluation portfolio of the Department of Education. They oversee a variety of data gathering exercises including surveys and research projects to understand areas and ways to improve student learning. The Director also receives insight directly from members of the National Board of Education Sciences, who are also appointed by the President.

Commissioner of the National Center for Education Statistics (NCES)

Presidential Appointment

The Commissioner sets policy and standards for the operation of the National Center for Education Statistics (NCES) -- the primary federal entity for collecting and analyzing data related to education. The Commissioner oversees the collection, analysis, and reporting of complete statistics on the condition of American education. In addition, the Commissioner oversees the data gathering and dissemination of reports representing and dissecting educational activities domestically and internationally.

Office of the Chief Data Officer

Chief Data Officer (CDO)

Career Appointment

The Chief Data Officer (CDO) leads the Department of Education's Office of the Chief Data Officer, which is responsible for data governance, open data initiatives, and data analytics to improve the agency's ability to leverage data as a strategic asset. The CDO chairs ED's Data Governance Board, gathering input from across ED to inform policy and process decisions about the development and use of the ED's data assets. They serve as ED's liaison to other agencies and OMB on the best way to use existing agency data for statistical purposes. The CDO coordinates with the ED's Chief Information Officer to improve infrastructure and reduce barriers that inhibit the accessibility of data, and on implementing and enforcing applicable policies and procedures with respect to records management. The CDO engages agency employees, the public, and contractors in using public data assets, and encourages collaborative approaches on improving data use this.



Department of Energy (DOE)

Office of the Secretary

Secretary, Department of Energy

Presidential Appointment with Senate Confirmation

The Secretary leads DOE to maintain a safe, secure, and effective nuclear deterrent, reduce threat of nuclear proliferation, oversee the U.S energy supply, carry out environmental clean-up from the Cold War nuclear mission, and manage 17 National Laboratories. The Secretary must develop strategic priorities for DOE. There needs to be a healthy working relationship between the Secretary and the EOP in order to develop effective energy policy, especially relevant for an ambitious climate change agenda.

Associate Deputy Secretary

Noncareer Appointment

The Associate Deputy Secretary serves as an advisor on energy policy and existing & emerging energy technologies. They are responsible for adapting the U.S energy supply to shifting conditions. They manage operations and R&D for energy innovation. They can support and champion the shift to renewable energy sources in the management of U.S energy supply.

Chief of Staff

Noncareer Appointment

The Chief of Staff directs the Office of the Secretary. They help oversee the agency's billion dollar budget and 100,000+ person workforce. The Chief of Staff is crucial because they aid the Secretary in development of energy policy and operationally translating policy into action.

Office of the Deputy Secretary

Deputy Secretary

Presidential Appointment with Senate Confirmation

Principal advisor on energy policy and on a wide array of existing and emerging energy technologies. Responsible for driving transformative energy progress and technology solutions through coordinated planning, management, and innovation. The Deputy Secretary is an important advisor within the agency on energy policy and will be able to champion the administration's energy policy in both planning and execution.



Office of the Under Secretary for Science

Under Secretary for Science

Presidential Appointment with Senate Confirmation

The Under Secretary for Science advises on fundamental energy research, energy technologies, and science. They direct programs including nuclear and high energy particle physics, basic energy, advanced computing, fusion, and biological and environmental research. In charge of the environmental and legacy management missions of DOE, namely the U.S. legacy of nuclear weapons production and government-sponsored nuclear energy research. They act as the head of technology commercialization activities for DOE and its 17 national laboratories. All applied offices, Office of Science, Loan Program Office, and the Office of Technology Transitions report to the Under Secretary. Additionally, they will play a role in the administration's nuclear weapons policy and technology commercialization activities from DOE.

Director, Office of Technology Transitions

Noncareer Appointment

The Office of Technology Transitions (OTT) serves as the central hub for technology transfer activities across the Department of Energy's extensive R&D enterprise. The Director leads OTT in its work to expand the commercial reach of DOE research and development activities. The Director works to ensure groundbreaking scientific discoveries achieve their maximum public return and impact, advancing the economic, energy, and national security interests of the United States. OTT also implements Congressional legislation, including the dissemination of two reports to Congress—the "Technology Transitions Execution plan" and the "Report on Technology Transfer and Related Technology Partnering Activities at the National Laboratories and Other Facilities." The Director also coordinates with DOE's National Labs and scientific researchers on developing intellectual property and fostering strong internal and external partnerships that guide innovations from the lab toward the marketplace.

National Nuclear Security Administration (NNSA)

Under Secretary for Nuclear Security and National Nuclear Security Administration Administrator

Presidential Appointment with Senate Confirmation

The Under Secretary and NNSA Administrator manages the operation of NNSA and advises on NNSA policy. They supports NNSA missions to maintain and enhance the safety, security, and effectiveness of the U.S nuclear weapons stockpile; reduce the global danger from weapons of mass destruction; provide the U.S navy with safe and effective nuclear propulsion; and respond to nuclear and radiological emergencies in the U.S and abroad. The NNSA Administrator is an important voice in shaping U.S nuclear weapons policy.



Advanced Research Projects Agency-Energy (ARPA-E)

Director, Advanced Research Project Agency - Energy

Presidential Appointment with Senate Confirmation

The Director of ARPA-E leads the agency in advancing high-potential, high-impact energy technologies that are too early for private-sector investment. The ARPA-E Director identifies and manages strategic priorities on ARPA-E research and manages the funding of its R&D portfolio. ARPA-E's focus is on supporting high-potential, high-impact energy technologies that would not receive private-sector support at their early stages. The Director supports all activities across ARPA-E's portfolio, and has deep expertise in R&D, energy and portfolio management. The position is critical for the current Administration's focus on climate change and furthering a clean energy future.

Assistant Secretary for Congressional and Intergovernmental Affairs

Assistant Secretary for Congressional and Intergovernmental Affairs

Presidential Appointment with Senate Confirmation

The Assistant Secretary for Congressional and Intergovernmental Affairs promotes the Secretary's, Department's, and Administration's policies, legislative initiatives, and budget requests with the Congress, State, territorial, Tribal, and local government officials, and other federal agencies. The Assistant Secretary serves as DOE's liaison with Members of Congress, other levels of governments and stakeholders which includes consumer liaison, and public interest groups. They are the main point of contact for advancing the administration's energy policy with Congress. This role will be critical in helping with all confirmation processes. They will also be critical to ensure that the new Secretary forms strong connections on Capitol Hill as well as with other agencies to coordinate on key energy, climate, or defense issues.

Loan Programs Office

Executive Director, Loan Programs Office

Noncareer Appointment

The Executive Director manages the distribution of funding and deployment of large-scale energy infrastructure projects in the United States. They administer three different loan programs to develop high-impact energy-related ventures. LPO has \$40 billion in loan and loan guarantee authority available to develop advanced technology vehicles manufacturing, tribal energy development projects, innovative advanced fossil energy projects, innovative advanced nuclear energy projects, and innovative renewable energy & efficient energy projects. They could be a major resource in steering federal funding toward updating U.S energy infrastructure.



Office of Electricity (OE)

Assistant Secretary for Electricity

Presidential Appointment with Senate Confirmation

The Assistant Secretary for the Office of Electricity leads DOE's efforts to ensure the nation's most critical energy infrastructure is secure and resilient against disruptions. The person in this role serves as the primary liaison between private and public sector stakeholders in support of advancing grid research and development, energy resilience, and grid operations technology. The Assistant Secretary also oversees the "Power Marketing Administrations" facilitating and supporting the use and implementation of hydropower across the United States. The Assistant Secretary plays a vital role in securing and developing a resilient energy infrastructure for the 21st century.

Office of Cybersecurity, Energy Security, and Emergency Response (CESER)

Assistant Secretary for Cybersecurity, Energy Security, and Emergency Response

Presidential Appointment with Senate Confirmation

The CESER Assistant Secretary maintains unique and sector-wide situational awareness, discovers and mitigates vulnerabilities and cyber threats, and orchestrates response and recovery operations through capacity building, partnerships, research, and information sharing to safeguard against all hazards. CESER is the most sector facing office in the Department, coordinating two energy sub-sector councils - Oil and Natural Gas and Electricity - with the Cybersecurity and Infrastructure Security Agency. The CESER Assistant Secretary plays a critical role in safeguarding the nation's energy system against vulnerabilities and cyber threats. In light of the recent cyber attacks, this role will be critical for protecting American energy infrastructure from foreign adversaries and cyber attacks.

Office of Nuclear Energy

Assistant Secretary for Nuclear Energy

Presidential Appointment with Senate Confirmation

The Assistant Secretary for Nuclear Energy manages and oversees research on current and future nuclear energy systems, maintains the government's nuclear energy research infrastructure, establishes a path forward for the nation's spent nuclear fuel and high-level nuclear waste management program, and executes administration priorities on nuclear energy. The Assistant Secretary will need to work in conjunction with the next administration to execute their priorities on nuclear energy research as well as maintaining or improving U.S nuclear energy systems.



Office of Science (SC)

Director, Office of Science

Presidential Appointment with Senate Confirmation

The Office of Science Director leads DOE's Office of Science, which is the nation's largest supporter of basic research in physical sciences and responsible for 10 of the 17 DOE national labs. They determine key science priorities for DOE. The person in this role will work with the DOE Secretary and the administration to develop key science priorities for DOE.

Associate Director, Office for Basic Energy Sciences

Career Appointment

The Associate Director leads funding for basic research at more than 160 research institutions to understand, predict, and ultimately control matter and energy at the electronic, atomic, and molecular levels in order to provide the foundations for new energy technologies and support DOE's mission. The Associate Director is responsible for planning, constructing, and operating major scientific user facilities to serve researchers from universities, national laboratories, and private institutions. This position is critical because fundamental research in basic energy sciences can advance US innovation.

Associate Director, Office of Nuclear Physics

Career Appointment

The Associate Director directs funding for over 90 percent of nuclear science research in the U.S. The Associate Director supports four scientific user facilities: the Relativistic Heavy Ion Collider (RHIC) at Brookhaven National Laboratory (BNL); the Continuous Electron Beam Accelerator Facility (CEBAF) at Thomas Jefferson National Accelerator Facility (TJNAF); the Argonne Tandem Linac Accelerator System (ATLAS) at Argonne National Laboratory (ANL); and currently under construction, the Facility for Rare Isotope Beams (FRIB). The Associate Director is responsible for managing the DOE Isotope Program, which supports the production, distribution, and development of production techniques for radioactive and stable isotopes to the nation. DOE's Office of Nuclear Physics is the top funding resource for nuclear science research in the U.S. and directs fundamental research that can inform nuclear policy.

Office of International Affairs

Assistant Secretary for International Affairs

Presidential Appointment with Senate Confirmation

The Assistant Secretary for International Affairs supports the international agenda of the DOE Secretary. They develop relationships and initiatives to enhance global energy security through countering malign influence, diversifying supplies, and increasing energy access. The position supports the increase of U.S energy exports and works with the United States Trade



Representative to enhance growth through trade. They are instrumental in executing the international dimension of energy policy.

Artificial Intelligence and Technology Office (AITO)

Director, Artificial Intelligence and Technology Office

Noncareer Appointment

The AITO Director oversees the research, development, delivery, and application of artificial intelligence (AI). They lead the synchronization of AI applications to advance the DOE's core missions and expand public and private sector strategic partnerships in AI. This position is critical to the AI policy agenda since DOE's AITO is currently positioned as the U.S government's lead agency in the civilian use of AI.



[Department of Health and Human Services \(HHS\)](#)

Biomedical Advanced Research and Development Authority (BARDA)

Director, BARDA

Career Appointment

The BARDA Director oversees a ~\$3B budget and plays an integral role in advancing the development and translation of new medical technologies and products. It is an important position because BARDA has lots of flexible authorities and is relatively low on bureaucracy, so projects can be undertaken in an expedient manner. Furthermore, BARDA plays a commandeering role in driving the COVID-19 vaccine research and partnerships. In the wake of the pandemic, the BARDA Director is crucial as more scrutiny will be placed on BARDA to keep the nation prepared for the medical consequences of future catastrophic events.

Office of the National Coordinator for Health IT (ONC)

National Coordinator

Noncareer Appointment

ONC is the principal federal entity charged with coordination of nationwide efforts to implement and use the most advanced health information technology and the electronic exchange of health information. The ONC has tremendous influence over informatics strategy and how digital technologies including electronic health records are rolled out across the American healthcare system. The National Coordinator sets policy priorities, guides development and implementation of policy, and chooses and oversees advisory boards. The rules the National Coordinator helps set affect safety, privacy, cost, efficiency and user-friendliness of technologies at the core of how we experience health care in the digital world. They must understand the healthcare system as a whole (not just prioritizing the interests of hospitals and large healthcare organizations), understand technology and data standards, be committed to balancing patient privacy with scientific and clinical value, and be forward-thinking about the evolution and intersection of clinical care, public health, self-care, and clinical research.

National Institutes of Health (NIH)

Director, National Institutes of Health (NIH)

Presidential Appointment with Senate Confirmation

Setting the agency priorities, the NIH Director drives biomedical science and the policy of science funding at the NIH. The Director must be a medical science expert that can work at the frontiers of biomedical research. Furthermore, the Director must understand and collaborate with the broad constituent base of the scientific and medical community. Moreover, the Director's management style undoubtedly has ripple effects throughout the agency. Across the



agency and its 27 institutes, the Director has the freedom to give input on every major decision made or the Director can run the NIH with a more federated approach, which gives more agenda-setting power to the 27 institute directors.

The Director can directly drive and influence agency S&T priorities by leveraging the Common Fund to fund a range of cutting-edge, interdisciplinary, high-risk research in collaboration with any of the NIH institutes. As the leader of the nation's primary health research agency, the Director can dramatically affect the quality of America's response to the COVID-19 pandemic and recovery going forward.

Director, National Cancer Institute (NCI)

Presidential Appointment

The NCI Director should be a strong cancer researcher with a balanced mix of research, administrative and entrepreneurial experience. NCI has a budget of \$6.4B, the biggest amongst NIH's Institutes and Centers. The NCI is independently accountable to Congress, and thus the NCI Director must have strong interpersonal and communication skills that can be leveraged to work with stakeholders.

Deputy Director for Program Planning, Coordination, and Strategic Initiatives (DPCPSI)

Career Appointment

The DPSCPI Director is a key position at NIH to advance innovative funding policies, including challenges, common funds, and others. The Deputy Director leads the DPCPSI in identifying emerging scientific opportunities, public health challenges, and scientific knowledge gaps that merit further research. Furthermore, the Deputy Director plans and implements trans-NIH initiatives supported by the Common Fund and coordinates research related to AIDS, behavioral and social sciences, women's health, disease prevention, dietary supplements, sexual and gender minorities, tribal health, and research infrastructure.

Deputy Director for Science Policy and Outreach

Career Appointment

The Deputy Director for Science Policy and Outreach is responsible for creating major new strategic and scientific initiatives for NIH. Furthermore, the Deputy Director directs the agency's efforts to advance biomedical research through policy development, public and stakeholder communication and education, and innovative projects and partnerships. This role has been vacant since 2017.

Deputy Director for Intramural Research

Career Appointment



The Deputy Director for Intramural Research coordinates activities and facilitates cooperation among the 27 Institute-based and Center-based Scientific Directors to achieve the scientific, training, and public health missions of the NIH Intramural Research Program. The Deputy Director provides guidance for the entire intramural program and reports to the NIH Director. They oversee and ultimately approve the hiring of all NIH principal investigators, and they are the institutional official responsible for human subjects research protections, research integrity, technology transfer, and animal care and use at the NIH.

Deputy Director for Extramural Research

Career Appointment

The Deputy Director for Extramural Research serves as the principal scientific leader and advisor to the Director of the NIH on all matters relating to the substance, quality, and effectiveness of the NIH extramural research program and administration. Furthermore, they lead and support the development of innovative initiatives, program and grants management policy and processes, and the small business and extramural technology development programs.

Chief of Staff, Office of the Director

Career Appointment

The Chief of Staff assists the NIH Director in their agenda-setting initiatives across the NIH's 27 Institutes and Centers. The Chief of Staff is a crucial coordinating and support role for the NIH Director.

Director, Office of Strategic Coordination (OSC)

Career Appointment

The OSC Director directly oversees all the Common Fund funding, which funds a range of cutting-edge, interdisciplinary, high-risk research that can involve collaboration with any of the NIH institutes. Furthermore, OSC is the central management hub for all the Common Fund programs.



[Department of Homeland Security \(DHS\)](#)

Office of Science and Technology

Under Secretary for Science and Technology

Presidential Appointment with Senate Confirmation

The Under Secretary manages the science and technology (S&T) mission capabilities at DHS including borders and maritime security, chemical and biological defense, critical infrastructure and resilience, cybersecurity, explosives, and expanding first responder capabilities. The Under Secretary oversees all science and technology research and development throughout the entire department. This position reports directly to the Secretary of DHS and engages with all DHS Components to ensure that technical advances are integrated into all its mission areas. The S&T Directorate provides support to all national First Responders, engagement with international partners involved in non-military homeland security, and coordination with U.S national intelligence agencies. The Under Secretary oversees all S&T for the entire Department and is responsible for support to acquisition of advanced technology to all non-military national security across the federal government. The Under Secretary is also responsible for ensuring local and state first responders have access to the latest scientific and technical advances. The Undersecretary serves as the Chief Technology Advisor to the Secretary of DHS, and routinely participates in the DHS advisory council consisting of the heads of all DHS Components. The Director of the Homeland Security Advanced Research Projects Agency also reports to this role.

Director, Homeland Security Advanced Research Projects Agency (HSARPA)

Noncareer Appointment

This Director runs an organization generally consisting of four or five Divisions, each led by senior executive service members and containing several scientific and technical senior experts (ST positions) as well as program managers, staff, and contractor support personnel. This agency in the past has had a budget up to \$1B, but it has been significantly reduced over the past decade. The divisions within the agencies are responsible for evaluation of scientific advances and direct contractual support to organizations developing technology in DHS priority areas such as chemical and biological defense, explosives/hazards detection, cybersecurity, and more.

Selected by the Undersecretary for S&T and appointed by the Secretary of DHS, this position should be filled by a senior scientific or technical expert, with considerable experience running organizations composed of scientific/technical program managers, with a sizable R&D budget. This position requires a rare deep understanding of a broad range of scientific/technical areas, from chemistry and physics, to cyber systems and national defense. This position routinely testifies before Congress, engages with OMB, and coordinates with the intelligence community. The position also involves significant policy experience and routinely engages with OSTP, DOD, DOE, and FBI. A successful HSARPA Director must be both a leader and a good



manager of high-level teams, responsible for hiring expert program managers, capable of understanding complex scientific and technical information across an exceptionally broad range of areas, and an effective manager of the federal budget process. The Director must lead a "team of teams", encouraging and facilitating coordination and cooperation across diverse technical teams, and lead by encouragement of the best outcome rather than dictating specific tasks. It is likely that the best qualified candidate would be a Ph.D scientist with extensive experience in running large organizations, managing a multi-million dollar budget, and routine, effective engagement with multiple outside entities, including similar international organizations.

Chief Scientist

Noncareer Appointment

The Chief Scientist acts as a department-wide asset in providing scientific advice in policy development and policy implementation. The Chief Scientist acts as the "Scientific Integrity Officer" across DHS. They are also DHS's liaison to the Advisory Board, which reported to the Secretary on the impacts of emerging technology on homeland security. The Chief Scientist position is selected by the Undersecretary for Science and Technology and is confirmed by the Secretary of DHS. To be effective in the position, the Chief Scientist possesses both broad and deep scientific and technical experience, and can engage with high-level scientific and technical personnel within DHS and throughout the Federal Government. The Chief Scientist typically serves on National Science & Technology Council Committees and sub-committees, and routinely engages with scientific leadership from NSF, DOE, NIH, and DOD.

Office for Health Affairs and Chief Medical Officer

Assistant Secretary and Chief Medical Officer

Political Appointment; Executive Schedule

The Assistant Secretary and Chief Medical Officer leads efforts to help communities nationwide prepare for a chemical or biological attack, and build their capacity to respond and recover. The responsibilities include anticipating the public health impact of biological attacks, chemical releases, pandemics and infectious disease threats, and disasters to prepare the nation to respond and rebound. They also play an important role in informing federal, state, and local decision making about high consequence biological threats with biosurveillance programs that provide early warnings for a rapid response to contain and limit the impact. The Chief Medical Officer plays a key role in combating the COVID-19 pandemic and preparing for future outbreaks. This role should be filled with a person with deep expertise in both medical and chemical and biological defense areas.



Department of the Interior (DOI)

Office of the Secretary of the Interior

Science Advisor to the Secretary of the Interior

Noncareer Appointment

The Science Advisor to the Secretary of the Interior is the top scientist in the Department, providing expert insights into all decisions requiring scientific expertise. The Science Advisor helps advise on all the Secretary's key policy and management decisions, offering the best scientific information available across all the Department's areas of oversight. The Science Advisor should have extensive and varied knowledge across scientific disciplines and be well versed in topics related to the Interior including the national parks and their inhabitants, land use, and the country's natural resources.

U.S. Geological Survey

U.S. Geological Survey Director

Presidential Appointment with Senate Confirmation

The U.S. Geological Survey (USGS) is the nation's largest research agency devoted to providing science about natural resources, natural hazards, the health of our ecosystems and environment, and the impacts of climate and land-use change. The Director oversees the collection, monitoring, and analysis of natural resource conditions, issues, and problems, and supervises scientists who develop new methods and tools to supply timely, relevant, and useful information about the Earth and its processes. The Director serves as one of the federal government's leaders in basic research regarding our natural world. The Director is ideally someone that is well-versed in science and can effectively work with career scientists.

Chief Scientist, U.S. Geological Survey

Career Appointment

The Chief Scientist is the top scientist at the U.S. Geological Survey, the largest research agency devoted to providing science about natural resources, natural hazards, the health of our ecosystems and environment, and the impacts of climate and land-use change, charged with collecting, monitoring, and analyzing natural resource conditions, issues, and problems. The Chief Scientist works directly with, and reports directly to, the agency's Director, helping to ensure that they have the scientific information they need to undertake these core functions. The Chief Scientist also serves as the USGS Executive Science Liaison within DOI and with other Federal agencies.

United States Fish and Wildlife Service (FWS)



Science Advisor to the Director, U.S. Fish and Wildlife Service

Noncareer Appointment

The Science Advisor to the Director of the U.S. Fish and Wildlife Service is the scientist who provides scientific input to policy and operations at the highest level of the Fish and Wildlife Service. The Science Advisor is a working scientist who reports to the Director, providing daily advice and leading special science initiatives and research activities when needed. The U.S. Fish and Wildlife Service is a resource management agency that uses science to manage the National Wildlife Refuge System. The agency also serves a regulatory function as the administrator of the Endangered Species Act.

Science Advisor to the Director, U.S. National Park Service

Noncareer Appointment

The Science Advisor to the Director of the U.S. National Park Service is the scientist who provides scientific input to policy and operations for leadership in the National Park Service. The Science Advisor is a working scientist who reports to the Service's Director, providing daily advice, leads special science initiatives and serving as an advisor on all research and policy related activities. The U.S. National Park Service is a resource management agency that uses science to protect the country's 423 national parks and conserve the national parks' natural and cultural resources.

[Department of Justice \(DOJ\)](#)

Director, National Institute Of Justice

Presidential Appointment

NIJ is the research, development and evaluation agency of the U.S. Department of Justice—dedicated to improving knowledge and understanding of crime and justice issues through science. The NIJ Director oversees the agency's research agenda and works towards strengthening DOJ's evidenced-based policymaking capacity. Furthermore, they measure the impact of science investments on criminal justice policies, and encourage multidisciplinary activity across offices. They award research grants on topics related to the justice system, including policing, crime prevention, juvenile justice, corrections and sentencing, forensics, and technology.

Director, Bureau of Justice Statistics

Presidential Appointment

The Bureau of Justice Statistics is the principal government entity responsible for collecting, analyzing, and publishing data related to crime nationwide. The Director oversees the

DAY ONE

PROJECT

dissemination of criminal justice information and manages the financial and technical support provided to state, local, and tribal governments to enhance their statistical capabilities.



Department of Labor (DOL)

Office of the Secretary

Secretary of Labor

Presidential Appointment with Senate Confirmation

The Secretary of Labor oversees the enforcement and administration of more than 180 federal employment laws (OSHA, Mine Safety and Health Administration, WIOA) covering 150 million workers and 10 million workplaces. The Secretary serves as the Chair of the Board of Directors of the Pension Benefit Guaranty Corporation and serves on the Board of Trustees of the Social Security and Medicare Trust Fund. The Secretary guides the labor department in executing White House initiatives in federal programming for workforce development and international trade agreements, among other labor issues. The Secretary will be a key player in coordinating COVID-19 response on rebuilding S&T workforce, expanding S&T employment opportunities for domestic workforce, introducing new federal programming on labor issues, and implementing international trade agreements.

Chief of Staff

Noncareer Appointment

The Chief of Staff plans, directs, and coordinates operational activities and high-level labor strategy to aid the Secretary of Labor. The Chief of Staff heavily influences the strategy and policy guidance for DOL on S&T issues.

White House Liaison and Counselor to the Secretary

Schedule C Excepted Appointment

The White House Liaison builds the relationship between the DOL and White House and develops and directs human resource functions and operations for appointees within DOL. The Liaison serves as a critical bridge between White House and DOL in developing an S&T labor agenda that is executable by DOL.

Office of the Assistant Secretary for Policy

Assistant Secretary for Policy

Presidential Appointment with Senate Confirmation

The Assistant Secretary for Policy advises the Secretary of Labor, Deputy Secretary of Labor, and Department leadership on policy development, program evaluation, regulations, program implementation, data governance, compliance strategies, research, and legislation. The Assistant Secretary will guide DOL strategy on labor policy, including new initiatives on S&T workforce development and innovation policy.



Office of Congressional and Intergovernmental Affairs

Assistant Secretary for Congressional and Intergovernmental Affairs

Presidential Appointment with Senate Confirmation

The Assistant Secretary for Congressional and Intergovernmental Affairs liaises with federal, state, and local policymakers to promote DOL's programs and federal labor issues. They assist DOL agency staff in developing effective programs and strategies to meet department legislative goals and objectives. The Assistant Secretary coordinates federal labor S&T issues with stakeholders from all three legislative levels of government federal, state, and local and serves as a key contact in developing S&T labor agenda that is executable by DOL.

Employment and Training Administration

Assistant Secretary for Employment and Training

Presidential Appointment with Senate Confirmation

The Assistant Secretary for Employment and Training administers core programming under Workforce Innovation and Opportunity Act (WIOA), such as federal job training and worker dislocation programs, federal grants to states for public employment service programs, and unemployment insurance benefits. The Assistant Secretary serves as a key resource in upskilling the U.S domestic workforce for technical jobs.

Administrator, Office of Workforce Investment

Career Appointment

The Administrator for the Office of Workforce Investment oversees and guides policy on workforce investment systems authorized under the Workforce Innovation and Opportunity Act (WIOA). The Administrator collaborates with other federal agencies, partners, and stakeholders to build a prepared and competitive workforce. The Administrator manages investments strategically to ensure high performance, greater public accountability, and service quality. The Administrator is a critical partner in developing a robust, high-skilled workforce, particularly in STEM fields.

Bureau of Labor Statistics

Commissioner of Labor Statistics

Presidential Appointment with Senate Confirmation

The Commissioner of Labor Statistics disseminates U.S labor statistics to American public, U.S Congress, federal agencies, state and local governments, businesses, and labor representatives. The Commissioner coordinates with OMB on major data releases. The Commissioner plays a principal fact-finding role on U.S labor statistics, which can inform the administration's innovation policies.



Department of State (State)

Office of the Undersecretary for Economic Growth, Energy, and Environment

Assistant Secretary of State for Economic & Business Affairs

Presidential Appointment with Senate Confirmation

The Assistant Secretary oversees the Bureau of Economic & Business Affairs (EB). EB has historically handled biotechnology issues related to agriculture. EB is well-positioned for leading proactive engagement on setting international technical standards. EB plays an important role in advancing the global digital economy towards a more open, interoperable, and secure internet.

Assistant Secretary of State for Energy Resources

Presidential Appointment with Senate Confirmation

The Assistant Secretary oversees the Bureau of Energy Resources (ENR), which is responsible for international energy security. Historically, ENR has handled nonrenewables such as oil and coal, but the office could be a powerful force for promoting sustainable energy practices and the Administration's climate agenda worldwide if it were to include clean energy options into its portfolio.

Science and Technology Adviser to the Secretary

Presidential Appointment with Senate Confirmation

The Science and Technology Adviser oversees the Department's primary body for independent science and technology advising. This position anticipates science, technology, and innovation research, development, and discoveries emerging from the high-tech and private sector. They build S&T capacity within the State Department and they engage the S&T enterprise on behalf of the State Department. International S&T collaboration heavily depends on this office.

Assistant Secretary of State for Oceans and International Environmental and Scientific Affairs

Presidential Appointment with Senate Confirmation

The Assistant Secretary oversees the Bureau of Oceans and International Environmental and Scientific Affairs (OES). They lead international leadership on oceans, environment, science, space, and health. The Assistant Secretary represents the Department of State at meetings with commissions and various other groups from nations across the globe, working toward the creation of partnerships, initiatives, agreements, and treaties that will enable sustainable development and economic growth. The Assistant Secretary should seek to maximize OES' impact and ensure that OES does not duplicate work from other S&T offices within the State Department.



Office of the Undersecretary for Arms Control and International Security Affairs

Undersecretary for Arms Control and International Security Affairs

Presidential Appointment with Senate Confirmation

The Undersecretary for Arms Control and International Security Affairs oversees the Bureau of Arms Control, Verification, and Compliance, Bureau of International Security and Nonproliferation, and Bureau of Political-Military Affairs. These offices have a deep bench of scientific experience. These offices focus on security issues and thus have tight coordination with the Department of Defense, especially on emerging technology issues. Whoever sits in this position plays a central role in achieving consensus over coordinating emerging technologies' export controls and START negotiations.

Office of the U.S. Global AIDS Coordinator & Health Diplomacy (S/GAC)

Ambassador at Large and U.S. Global Aids Coordinator

Presidential Appointment with Senate Confirmation

The Coordinator leads and manages the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), with a sizable budget through which a large amount of the Department's public health engagement is done. The State Department's engagement with other countries' health systems has often been funded through PEPFAR, and thus this could be an increasingly important office in the COVID response and recovery.

Office of the Coordinator for Cyber Issues (S/CCI)

Coordinator for Cyber Issues

Noncareer Appointment

The Coordinator for Cyber Issues leads diplomatic efforts with foreign counterparts on cyber issues and sets the strategy for international cyber policy. They serve as the State Department's liaison to the White House and agencies on cyber-related affairs, ensuring that U.S. foreign policy positions on cross-cutting cyber issues are synchronized across the Federal Government. After being vacant during the majority of the Trump Administration, this position might be reimagined in the recently created Bureau of Cyberspace Security and Emerging Technologies (CSET).



Department of Transportation (DOT)

Office of the Secretary

Secretary of Transportation

Presidential Appointment with Senate Confirmation

The Secretary of Transportation sets the priorities and direction of the department; they are the chief representative of the organization to the public, press, Congress; they manage relationships with the White House, final decision-maker. The Secretary leads the DOT's efforts on research and development of new transportation technologies, in addition to working with Congress, state representatives, and the President to implement transportation-related policies and initiatives.

Office of the Assistant Secretary for Research and Technology

Assistant Secretary for Research and Technology

Presidential Appointment with Senate Confirmation

With direction from the Secretary, The Assistant Secretary for Research and Technology sets a research agenda and manages research along with the operating administrations. There is an opportunity for the Assistant Secretary to lead efforts to push the Operating Administrations to shift from more traditional research areas (like pavement and bridge structure) to more cutting edge research. They could use the bully pulpit to push the Transportation Research Board in the same direction and could restructure the Bureau of Transportation Statistics to measure areas more connected to current priorities.

Deputy Assistant Secretary for Research and Technology

Noncareer Appointment

The Deputy Assistant Secretary for Research and Technology ensures that research, development, and technology activities across DOT and 40 University Transportation Centers (UTC) are fully aligned with DOT's areas of interest. The Deputy Assistant Secretary manages DOT's spectrum interests, including GPS and 5.9 GHz band. The Deputy Assistant Secretary guides the administration's research and technology priorities related to transportation.

Director, Bureau of Transportation Statistics (BTS)

Career Appointment

The BTS Director acts as the senior advisor to the Secretary of Transportation on data and statistics on commercial aviation, multimodal freight activity, and transportation economics. The BTS Director leads the agency's efforts on statistics of movement including aviation and freight.



Office of the Undersecretary for Transportation Policy

Undersecretary For Transportation Policy

Presidential Appointment with Senate Confirmation

The Undersecretary for Transportation Policy helps the Secretary set priorities. The Undersecretary for Transportation Policy oversees the Assistant Secretary for Research & Technology as well as several other key offices, such as the policy office, which coordinate the Secretary's priorities across the Department including automation, connected vehicles, and data.

Federal Aviation Administration (FAA)

Administrator

Presidential Appointment with Senate Confirmation

The FAA Administrator oversees all FAA functions as well as aviation research and development and next generation air traffic control systems. The Administrator also oversees items related to the construction and operation of airports, certification of personnel and aircraft, and the protection of U.S. assets involved in the launch or reentry of space vehicles.



Environmental Protection Agency (EPA)

Office of the Administrator

Administrator, EPA

Presidential Appointment with Senate Confirmation

The Administrator is responsible for enforcing the nation's Clean Air and Clean Water Acts along with other environmental statutes. They create strategic direction for the EPA and oversee the entire agency, including environmental assessment, research, and education and other programmatic efforts, while making enforcement decisions related to fines, sanctions, and other measures at the agency's disposal. The Administrator is not a Cabinet Secretary but typically sits with the President and supports the President's environmental policy.

Office of the Assistant Administrator for Air and Radiation (OAR)

Assistant Administrator for Air and Radiation

Presidential Appointment with Senate Confirmation

The Assistant Administrator for Air and Radiation develops national programs, policies, and regulations for controlling air pollution and radiation exposure. They are responsible for guiding agency activities to administering the Clean Air Act, the Atomic Energy Act, the Waste Isolation Pilot Plant Land Withdrawal Act, and other applicable environmental laws. This is a key position for a successful environmental policy agenda, in both developing environmental regulation to counteract air pollution and radiation exposure as well as enforcing or administering environmental policy.

Office of the Assistant Administrator for Research and Development

Assistant Administrator for Research and Development

Presidential Appointment with Senate Confirmation

The Assistant Administrator for Research and Development leads the research efforts at the Environmental Protection Agency (EPA), the results of which are vital for effective regulation and for greater understanding of our environment. This position has also traditionally been the "Chief Scientist" at EPA. The environmental monitoring and assessments, global climate change program and risk assessments have never been more important. Furthermore, they lead the EPA's STAR program, which supports research at universities and helps to build national environmental research capacity. This position was never filled by the Trump Administration. EPA is and will continue to be one of the most important agencies to address the existential threat of our time: climate change. It must have credible, thoughtful, and effective S&T leadership that is independent of any particular medium.



Office of Air Quality Planning and Standards (OAQPS)

Director, Office of Air Quality Planning and Standards (OAQPS)

Career Appointment

The OAQPS Director leads federal efforts to preserve and improve U.S. air quality. Furthermore, they compile and review air pollution data, develop regulations to limit and reduce air pollution, assist states and local agencies with monitoring and controlling air pollution, make information about air pollution available to the public, and report to Congress on the status quo of air pollution. They are key to the environmental policy agenda, namely addressing the effects of air pollution.

Office of Transportation and Air Quality

Director, Office of Transportation and Air Quality (OTAQ)

Career Appointment

The OTAQ Director oversees federal efforts to protect human health and environment by reducing air pollution and greenhouse gas emissions from mobile sources. The Director is responsible for assessing mobile source-related air quality problems and developing sophisticated modeling tools to generate solutions, measure results, and support emission inventories. Furthermore, the OTAQ Director establishes national standards to reduce emissions from on-road and nonroad mobile sources of pollution. Implement national mobile source standards through certification processes and in-use monitoring strategies. develop fuel efficiency programs and technologies to reduce the emission of greenhouse gases from the transportation sector. They research, evaluate, and develop advanced technologies for controlling emissions, as well as developing new strategies for improving fuel efficiency.

Office of Chemical Safety and Pollution Prevention (OCSPP)

Assistant Administrator

Presidential Appointment with Senate Confirmation

OCSPP's Assistant Administrator oversees the execution of the mission of the Office to protect people and the environment from pollution by using scientific evidence and risk assessment. The Assistant Administrator oversees the Office's implementation of Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA), Federal Food, Drug and Cosmetic Act (FFDCA), Toxic Substances Control Act (TSCA), and Pollution Prevention Act, among other laws. The Assistant Administrator determines and executes on the Office's decisions related to food, agriculture, and natural land management, while dealing with political pressures that come from pushing environmental compliance.



[Executive Office of the President \(EOP\)](#)

Office of Science and Technology Policy (OSTP)

OSTP Director and Assistant to the President for Science and Technology

Presidential Appointment with Senate Confirmation

The OSTP Director covers two science and technology issue areas where they influence decision making on key policies such as national security, environment, and energy policy. First, the OSTP Director provides advice to the President and key Administration officials on S&T priorities and serves a significant coordinating role on agenda-setting across the Federal R&D enterprise (NASA, DOE, NSF, etc), including the R&D budget, management and oversight. Second, the OSTP Director manages the NSTC and co-chairs PCAST. Third, the OSTP Director coordinates communication activities during disasters, and represents the U.S. at international S&T policy-related meetings. Lastly, the OSTP Director serves as a two-way communication conduit between the EOP and the federal and non-federal S&T community. The OSTP Director can use their role as a “bully pulpit” to encourage federal agencies, universities, nongovernmental organizations, and others in the S&T community to align with the Executive Branch’s S&T agenda.

Chief of Staff

Noncareer Appointment

The Chief of Staff supports the OSTP Director in articulating, implementing and executing on their strategic priorities. They manage the organization’s staff and participate in a wide range of policy making functions in support of the director. To be effective, the Chief of Staff needs to have management and operational experience, be familiar with the science and technology policy ecosystem, and be well-networked across the science community.

Chief Technology Officer

Presidential Appointment with Senate Confirmation

The Chief Technology Officer is a policy role defined by the individual that inhabits it. Distinct from OMB’s Chief Information Officer, The CTO position has been seen primarily as an outward reaching position whose priority responsibilities are exploiting not only information technology, but technological innovation that can bridge the digital divide and address the major societal challenges that the country faces, such as job creation, health care, and national security. Furthermore, the CTO works closely with others both across and outside government on a broad range of work to upgrade government technological capability. The CTO needs to be someone who is a technologist and can draw on their unique perspective to inform the policy priorities of the next administration.



Deputy Chief Technology Officer for Data Policy and Chief Data Scientist

Noncareer Appointment

The Chief Data Scientist provides a vision on how to provide a maximum social return on federal data and create nationwide data policies that enable shared services and forward-leaning practices to advance our nation's leadership in the data age. The Chief Data Scientist works with federal agencies to establish best practices for data management and ensure the long-term sustainability of databases, They also are responsible for recruiting and retaining talent in data science for public service who can tackle data science objectives and act as conduits among the government, academia, and industry. As part of the CTO team, the Chief Data Scientist also works closely with colleagues across government, including the Chief Information Officer and U.S. Digital Service.

Deputy Director for Technology and Innovation

Noncareer Appointment

The Deputy Director for Technology and Innovation leads a team of policy entrepreneurs working to identify, design, launch, and sustain science, technology and innovation initiatives. The Deputy Director generates or identifies new ideas, evaluates policy options, ensures implementation of initiatives, and monitors the effectiveness of the President's policies and initiatives in technology and innovation. In this role, the Deputy Director needs to be a coalition-builder in order to carry forward initiatives as well as a serial policy entrepreneur, who can balance new ventures against the dynamics of the White House.

Associate Director, Science

Presidential Appointment with Senate Confirmation

The Associate Director for Science helps to advise the President and the OSTP Director on the implications of scientific developments on public policy and on federal efforts in support of scientific research. The Associate Director's responsibilities include overseeing national and international science and education policy development and federal agency program coordination for physical sciences, life sciences, environmental science, behavioral and social sciences, and education.

Assistant Director for Social and Behavioral Sciences

Noncareer Appointment

The Assistant Director for Social and Behavioral Sciences leads a range of executive branch activities and interagency policy initiatives relating to the social, behavioral, and neurological sciences. For example, past Assistant Directors identified policy options for improving clinical treatments for brain injuries, applying new insights into cognition and learning to the domains of education and learning, and lastly accelerating the development of therapies for neurological diseases.



Associate Director for Environment

Presidential Appointment with Senate Confirmation

The Associate Director for Environment is well-positioned to coordinate the Federal Government's activities in order to address the impacts of climate change, to promote sustainable development, to foster new and cleaner sources of energy, to enable Earth and space sciences, and to build the nation's disaster resilience. They manage the environment, natural resources, and Earth and space science research and development portfolio across the Federal Government, while integrating their activities with non-governmental, academic, private sector, and international partners. Past directors have overseen the National Ocean Council, U.S. Global Change Research Program, and interagency committees on earth observation, air and water quality, disaster risk reduction, space weather, ecological services, toxins, the Arctic, ocean science, and technology.

Associate Director for National Security and International Affairs

Presidential Appointment with Senate Confirmation

The Associate Director for National Security and International Affairs ensures that credible science advice informs the national security policy apparatus of the Federal Government, covering intersecting S&T priorities such as R&D, cybersecurity, space, and biosecurity. The Associate Director is also co-chair of the National Science and Technology Council's Committee on Homeland and National Security (CHNS). In order to be effective in this role, the Associate Director needs to be knowledgeable in a wide range of scientific enterprises.

Communications Director and Senior Policy Analyst

Noncareer Appointment

The person in this role has two main responsibilities: (1) directs communications, public affairs and strategy for White House S&T priorities and initiatives; (2) oversees media relations, helps shape policy priorities, and leads the development of presidential and executive briefing materials for the Director and CTO. There is an opportunity for Communications Director to significantly advance science engagement and the science community to underscore scientific evidence and scientific decision-making to build trust around the Federal Government's S&T agenda.

Director, U.S. Group on Earth Observations Program

Noncareer Appointment

The Earth Observations Director supports the OSTP Director on all aspects of civil Earth observation policy and planning, and advanced related national goals and objectives. The Director oversees the activities of multiple interagency coordination groups supporting systems assessment, data management, satellite data needs, and international collaboration.



Federal Communications Commission (FCC)

Chief of Staff

Noncareer Appointment

The Chief of Staff directly supports the FCC Chair in managing priorities and plays a major coordinating and strategic role. With the trust of the FCC Chair, the Chief of Staff heavily influences the strategy and policy development of critical S&T issues such as Section 230 reform, spectrum management, 5G rollout, and closing the homework gap.

Office of Engineering and Technology (OET)

Chief, OET

Career Appointment

The OET Chief oversees the FCC's Policy and Rules Division, Electromagnetic Compatibility Division, and Laboratory Division and manages spectrum and leadership for competitive technologies and services. They drive innovation within the FCC through managing the Experimental Licensing program and the Equipment Authorization program, which develops technical regulations for the operation of unlicensed devices. The OET Chief provides the technical knowledge to guide the FCC in decisions about requirements for networks, such as net neutrality. They also play a significant role in convening the Technological Advisory Council for experts' advice on technology developments.

Deputy Chief, OET

Career Appointment

The Deputy OET Chief supports the OET Chief, providing technical support to the Chairman, Commissioners, FCC Bureaus, and Offices. They advise and participate in proceedings on spectrum management, emerging technologies and technical standards. They influence innovation within the FCC because they manage the Experimental Licensing program and the Equipment Authorization program, which develops technical regulations for the operation of unlicensed devices.

Chief Technology Officer

Career Appointment

The CTO serves as the senior technological adviser at the FCC, providing technical support to the Chairman, Commissioners, FCC Bureaus, and Offices. They advise and participate in proceedings on spectrum management, emerging technologies and technical standards. The CTO leads and conducts engineering and technical analysis, testing equipment to determine its interference risks and technical operating parameters, while developing projects to gather theoretical and experimental data on new technologies. The CTO often coordinates with the White House Office of Science and Technology Policy. Past CTOs have spearheaded initiatives



on Open Internet, robocalls and public safety issues. The CTO needs to be a technologist with broad research experience, who can effectively promote 5G services, rural network buildouts, and other network enhancements.

Federal Trade Commission (FTC)

Office of the Chairman

Chief Technology Officer (CTO)

Schedule C Appointment

The CTO serves as the Chairman's principal source of evolving technology, privacy, and data security issues. The CTO seeks to innovate the FTC's use of technology, examine the technical aspects of law enforcement actions, and make technology policy recommendations to the FTC.

Office of the Executive Director

Chief Information Officer (CIO)

Career Appointment

The CIO leads the FTC's Data Governance Board as the Chief Data Officer. Furthermore, they manage policies related to information technology (IT) investments that comply with federal laws, secure integrated end-to-end agency IT, and implement modernization efforts via internet-based technologies. Data governance standards at the FTC are likely to serve as a model for other, less-technically inclined agencies, especially considering the volume of data processed through FTC.

Associate Director for Privacy and Identity Protection

Career Appointment

The Associate Director oversees the consumer-protection litigation effort on privacy, data security, false advertising, and identity theft. They develop rules and pursue legal recourse to maintain fair marketplace practices and educate consumers and businesses about rights and responsibilities.

Bureau of Competition

Director, Technology and Enforcement Division

Career Appointment

The Director oversees the Technology and Enforcement Division's efforts to monitor competition and investigate potentially anticompetitive digital technology markets, such as online platforms, digital advertising, social networking, software, operating systems, and streaming services. The Director ensures that companies are operating pursuant to antitrust

DAY ONE

PROJECT

laws. Lastly, the Director works with other Commission staff, including technologists, to develop a deep understanding of some unique features of complex, dynamic digital markets.



[National Aeronautics and Space Administration \(NASA\)](#)

Office of the Administrator

Administrator

Presidential Appointment with Senate Confirmation

The NASA Administrator serves as the senior space science advisor to the President. The Administrator also leads NASA and manages its resources to advance the vision for space exploration. NASA Administrators have a long, storied history in the development of US space policy. The Administrator will need to be a strong leader in order to head the 17,000 civil servants at NASA.

Deputy Administrator

Presidential Appointment with Senate Confirmation

The Deputy Administrator serves as the agency's second-in-command and is responsible for providing overall leadership, planning, and policy direction for the agency. The Deputy Administrator performs duties and exercises powers delegated by the Administrator. Additionally, the Deputy acts in the Administrator's absence to govern NASA operations.

Chief of Staff

Schedule C Excepted Appointment

The Chief of Staff is the advisor to the Administrator and responsible for operational management, as well as the communication of the President's space policy agenda. They are the primary liaison for day-to-day policy coordination with the White House, Congress, and other agencies.

Chief Scientist

Presidential Appointment

The Chief Scientist is the most senior science position at NASA, serving as the principal scientific advisor to the NASA Administrator on science agency science programs, strategic planning, science policy, and the evaluation of related investments. They represent NASA's strategic science objectives and contributions to the national and international science communities. Lastly, they ensure that NASA research programs are scientifically and technologically aligned with policy decisions.

Associate Administrator for Stem Engagement

Career Appointment

The Associate Administrator for Stem Engagement oversees strategic direction and leadership of NASA's science, technology, engineering and mathematics (STEM) engagement function, which attracts and supports the involvement of students in the realization of NASA's unique missions. The Associate Administrator leads work on engaging America's educators, students



and institutions in NASA's missions, contributing to mission success, as well as the nation's overall STEM education ecosystem.

Associate Administrator for Aeronautics Research Mission Directorate

Career Appointment

The Associate Administrator guides the strategic direction of NASA's aeronautical research for applications to commercial, military, and general aviation sectors. The research portfolio includes quiet supersonic flight over land, urban air mobility, and autonomy, among other endeavors.

Associate Administrator for Human Exploration and Operations

Career Appointment

The Associate Administrator leads the Agency's effort on operations related to human exploration in and beyond low-Earth orbit. They are primarily tasked with the management of Commercial Space Transportation, Human Space Flight Capabilities, and other items. The Associate Administrator oversees low-level requirements, development, policy, and programmatic oversight, including engagement at the International Space Station.

Associate Administrator for Science Mission Directorate

Career Appointment

The Associate Administrator leads the Agency effort to seek new knowledge and understanding of Earth, the Sun and solar system, and the universe. The Directorate engages external and internal science communities to define and prioritize science questions and seeks to expand the frontiers of five broad scientific pursuits: Earth Science, Planetary Science, Biological and Physical Sciences, Heliophysics, and Astrophysics.

Associate Administrator for Space Technology Mission Directorate

Career Appointment

The Associate Administrator provides executive leadership and management of the technology programs with a value of \$1.1 billion. They oversee the Agency effort to develop transformative space technologies for future missions, including testing capabilities for the Moon and Mars. The Associate Administrator manages engagement with entrepreneurs, researchers, and innovators.



National Science Foundation (NSF)

Office of the Director

Director, NSF

Presidential Appointment with Senate Confirmation

The NSF Director works with groups and entities within and beyond NSF to shape directions for fundamental research in US science and engineering. This requires advocating for funding; ensuring the recruitment, development, and coordination of persons qualified to advance the enterprise; and fostering communications with Congressional committees and units in the Executive Branch. Additionally, the Director leads and convenes intergovernmental science research bodies (e.g., National Science and Technology Council), as well as international ones. The Director plays an especially important role in setting the direction for science and engineering research and development, which the White House will promote.

Deputy Director

Presidential Appointment with Senate Confirmation

The Deputy Director manages the internal affairs of the agency. This involves reviewing organizational arrangements with the Director and senior staff, to assess their responsiveness to contemporary conditions. The Deputy Director conducts periodic evaluations of the Assistant Directors and the heads of units within the Office of the Director. The Director maintains connections with the Office of the Inspector General, to safeguard the resources the nation entrusts to the Foundation. This Senate-approved position has not been filled since 2013, and the functions of this position have been undertaken by the Chief Operating Officer.

Directorates

Assistant Director, Computer and Information Science and Engineering (CISE)

Noncareer Appointment

The Assistant Director of CISE (CISE AD) leads NSF's efforts in tackling technological challenges, including scaling big data, advancing artificial intelligence, and making quantum computing a reality. The CISE AD also spends a considerable amount of time in interagency collaboration, traditionally co-chairing the Networking and Information Technology Research and Development (NITRD) subcommittee of the National Science and Technology Council (NSTC), as well as the NSTC subcommittees on Machine Learning and AI (NSTC/MLAI) and Open Science (NSTC/SOC). Since a majority of the 10 research areas prioritized in NSF's Endless Frontier agenda are within CISE, the CISE AD position will be particularly important in the next administration.

Assistant Director, Engineering

Noncareer Appointment



The Assistant Director for Engineering accelerates collaborations across industry, business, and academia to foster US innovation. The Assistant Director has to balance the numerous disciplines of engineering (civil, mechanical, biomedical, environmental, and more) that are not necessarily cohesive. The Assistant Director needs to be someone who can effectively partner with the diversity of engineering communities and stakeholders to facilitate innovation.

Assistant Director, Biological Sciences

Noncareer Appointment

The Assistant Director for Biological Sciences oversees human, financial, and other resources required for advancing fundamental research in the biological sciences, which entails support primarily within the non-medical arena. To enhance coordination with the work underway in related agencies, this AD engages in collaborations with the National Institutes of Health, the Department of Agriculture, the Department of Energy—as well as public and private bodies in other nations.

Assistant Director, Education and Human Resources

Career Appointment

The Assistant Director for Education and Human Resources attends to research, policy and practices across the educational spectrum—from pre-college through graduate education. The discipline-based Directorates sponsor education initiatives within their own spheres, with EHR leading activities that transcend those spheres.

Assistant Director, Mathematical and Physical Sciences (MPS)

Noncareer Appointment

The Assistant Director for Mathematical and Physical Sciences (MPS) manages a budget of approximately \$1.5B—by far the biggest budget of the directorates—and a portfolio consisting of a broad range of the mathematical and physical sciences. MPS is the 800-pound gorilla in NSF, since Physics, Math, Astronomy, Materials and Chemistry are here. The division needs to closely interact with the Department of Energy in particular, where 50-60% of federally-funded physics research occurs. There are close ties to NASA as well. The AD not only promotes inquiry in the physical sciences but attends to the infrastructure that the fundamental work might require, as most infrastructure resides under MPS (LIGO, CERN, VLA, etc.). Lastly, the AD has to have a high international presence because of all the international collaboration involved with the aforementioned research facilities.

Chief of Research Security, Strategy and Policy

Career Appointment



The Research Security Chief is tasked with providing the NSF director with policy advice on all aspects of research security strategy. They will also lead NSF's efforts to develop and implement strategies to improve research security and the agency's coordination with other federal agencies and the White House. Lastly, they lead efforts to address threats to openness and transparency of research and its results and will substantively engage with the research community, intelligence agencies, oversight committees and law enforcement—this critically important position is one of the few within NSF that have TS/SCI clearance. It's important for the Research Security Chief to bring academic perspective to national security policy (e.g., immigration).

Chief Officer for Research Facilities (CORF)

Career Appointment

The CORF advises the NSF director on all aspects of the agency's support for major and mid-scale research facilities throughout their lifecycle, such as NEON, NSO, and LIGO. Research infrastructure plays a critical role in science and engineering and the CORF is uniquely positioned to command oversight of the development, construction, and operations of major multi user research facilities across NSF—from concept to construction and operation. Lastly, the position requires responsiveness to the scientific community and accountability to the public and its elected representatives.

Office of International Science and Engineering (OISE)

Head, Office of International Science and Engineering

Career Appointment

The Head of OISE coordinates the agency's international strategy and manages internationally-focused programs that further U.S. strategic research interests. They facilitate and expand international science cooperation between U.S. experts and their foreign counterparts across the globe, leading NSF's efforts to transform the way that it identifies and funds cooperative research. The expansion of science and engineering around the globe makes it essential that NSF attend systematically to International Science and Engineering.

Office of Legislative & Public Affairs (OD/OLPA)

Office Head

Career Appointment

The COVID-19 pandemic has proved that science communication to the public, legislators, and other stakeholders are more crucial than ever. The person in this role will have to focus on moving beyond the NSF press release and undertake a more proactive stance to educate and

DAY ONE

PROJECT

communicate to the public and Congress about NSF's existence and the different types of work that it supports, in order to achieve better outcomes and restore faith in science. On the Hill, greater awareness of NSF's critical role would improve communication with congressional staffers and increase representation on the Hill. Lastly, the person in this role should have a diverse communication strategy that reflects the diversity of audiences that NSF engages with. The Head of the Office of Legislative and Public Affairs can influence not only what takes place within NSF but also the outcomes more generally for the fields on which it centers. An understanding of political and public perspectives derived from research the agency has funded is available to the Office Head.



Office of Management and Budget (OMB)

Office of the Director

Director

Presidential Appointment with Senate Confirmation

The OMB Director assists the President in overseeing the preparation of the Federal budget and to supervise its administration in Executive Branch agencies. The Director plays a key role in S&T agenda-setting because they wield a great deal of influence over agency budget requests and the final shape of the President's budget, along with the performance assessment.

Federal Chief Information Officer of the United States

Presidential Appointment

The U.S CIO oversees federal technology spending, federal IT policy, and strategic planning of all federal IT investments. The CIO is charged with establishing a government-wide enterprise architecture that ensures system interoperability, information sharing, and maintains effective information security and privacy controls across the Federal Government. The CIO oversees the United States Digital Service, which provides IT consultation services to federal agencies. An effective CIO needs to be well-versed in cloud technologies, data analytics, data governance, IT modernization and cybersecurity in order to serve as a point of stability and consistent direction for CIO organizations across the government.

Resource Management Offices

Associate Director for National Security Programs

Noncareer Appointment

The Associate Director for National Security Programs oversees all funding for defense, intelligence, international affairs, and veterans' programs across the federal government. They oversee the preparation of a \$1 trillion federal budget for the DoD, DOE's nuclear programs, State, VA, USAID, and the Intelligence Community—and defend it before Congress. They also represent OMB on the National Security Council's Deputies Committee, the "engine room" for the national security policymaking process for the U.S. government. The AD needs to be well-versed in the federal national security apparatus and needs to be entrepreneurial enough to advocate and advance large budget proposals to Congress.

Associate Director for Natural Resource Programs

Noncareer Appointment



The Associate Director for Natural Resources supports development and execution of the President's economic and environmental policy, and leads a team of experts overseeing a wide array of policy, budget, and management issues—including issues related to energy, agriculture, infrastructure, conservation, and technology—across a nearly \$100 billion portfolio. On these issues, the Associate Director coordinates with key science agencies such as DOE, USDA, DOI, EPA, NASA, NSF and other agencies—an important role with climate as a strong priority for the incoming administration.

Office of Information & Regulatory Affairs (OIRA)

Administrator, OIRA

Presidential Appointment with Senate Confirmation

The Administrator leads OIRA, which oversees the development and implementation of regulations and information policy for all federal agencies. OIRA is charged with coordinating with federal agencies to ensure their rules align with White House priorities. It also conducts legal and economic analyses of major regulations—weighing the costs to businesses against the benefits to the public—and provides a final sign-off before they can be released. For example, the OIRA Administrator can play an influential role in setting environmental and health policy through regulation. OIRA is well-positioned to take on an expanded role to swiftly advance urgent regulations tied to pandemic recovery.

Chief Statistician of the United States

Noncareer Appointment

The Chief Statistician is charged with providing coordination, guidance, and oversight for U.S. federal statistical agencies and activities. The Chief Statistician heads the Statistical Policy Branch of the OMB's Office of Information and Regulatory Affairs (OIRA). The Chief Statistician does the following:

- Coordinates, through the review of budget proposals and otherwise, the statistical functions of the Federal Government with respect to gathering, interpreting, and disseminating statistics and statistical information that are carried out in more than 100 agencies.
- Ensures that the Federal Statistics System (FSS) is positioned to meet the increasing demand for more timely information.
- Evaluates statistical program performance and agency compliance with government-wide policies, principles, standards, and guidelines.
- Represents the U.S. as a member of the United Nations Statistical Commission, the OECD Committee on Statistics and Statistical Policy, and similar international statistical bodies; ensures participation by U.S. technical experts on working parties developing international statistical standards; and coordinates U.S. reporting of data to international organizations.

DAY ONE

PROJECT

The Chief Statistician position has been vacant since December 2019 and the impact of this vacancy has been felt throughout the FSS, highlighting the importance of this role and how essential it is to the functioning of the FSS. Official federal statistics have been called into question, without reason, frequently over the past four years and ensuring this role is fulfilled with a highly qualified candidate will go a long way to helping restore faith to the FSS and the numbers that are put out by all of the federal agencies.



[U.S. Patent and Trademark Office \(USPTO\)](#)

Under Secretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office

Presidential Appointment with Senate Confirmation

The USPTO Director acts as the principal advisor to the President on all intellectual property (IP) policy matters, serves as chief executive of USPTO, and guides USPTO's strategic and management goals. This USPTO Director is crucial to S&T in the next administration because they steer the USPTO's direction on IP priorities—a healthy patent and trademark system is necessary for competitive innovation in technology. The Director will play a critical role in aiding and supporting the implementation of administration's policies on innovation, industrialization, research and development, food and drugs, and trade.

Deputy Under Secretary and Deputy Director of the United States Patent and Trademark Office

Appointment Excepted by Statute

The Deputy Director acts as an advisor to the USPTO Director and responsible for the operations of 4 USPTO Regional Offices, including 13,000 employees, and the management of the \$3.5 billion budget. They divide policy leadership duties with the USPTO Director. They aid in steering USPTO's direction on intellectual property priorities. Similarly, they can focus the legislative, regulatory, and international initiatives needed to support the next administration's S&T agenda.

Chief of Staff

Noncareer Appointment

The Chief of Staff acts as an advisor to the USPTO Director and responsible for operational management, as well as the communication of the President's intellectual property (IP) agenda. Primary liaison for day-to-day policy coordination with the White House, Department of Commerce, and other agencies. They are the key bridge between administration and USPTO in shaping and executing an IP agenda that values S&T. During the Obama administration, the Chief of Staff was a source of substantive counsel to the Under Secretary on S&T policy matters.

Commissioner of Patents

Career Appointment

The Commissioner of Patents is the operational lead of the patents division of USPTO. Manages and directs administration of patent operations, examination policy, patent quality management, international patent cooperation, resources and planning, and budget administration. Although typically an operational role for USPTO, previous Commissioners have played a substantial role in S&T policy discussions and decision making.



Deputy Commissioner for Patent Operations

Career Appointment

The Deputy Commissioner for Patent Operations provides oversight to nine Patent Technology Centers including biotech and organic fields, chemical and materials engineering, computer architecture software and information security, computer networks, multiplex, cable, and cryptography, communications, semiconductor, etc. Lastly, they have oversight over priority areas of emerging technology, especially considering plans of SME reshoring and AI development.

General Counsel

Career Appointment

The General Counsel acts as the legal advisor to the USPTO Director. They oversee the Office of General Counsel, which includes the Office of the Solicitor, the Office of General Law, and the Office of Enrollment and Discipline. Represents the agency before the Federal Circuits and works with the Solicitor General and Dept. of Justice to formulate USG positions on Supreme Court litigations. They shape U.S. innovation policy by intervening on behalf of the Federal Government in appellate cases that bear on substantive patent, trade secrecy, and copyright law.

Chief Policy Officer and Director for International Affairs

Career Appointment

The Chief Policy Officer (CPO) acts as a policy advisor to the USPTO Director. The CPO manages USPTO's domestic and international intellectual property (IP) policy activities, legislative engagement through the Office of Governmental Affairs, education and training through the Global Intellectual Property Academy (GIPA), global advocacy through the IP Attache Program, and economic analysis of the Office of the Chief Economist. Intellectual property can become more collaborative or more combative internationally, and thus the CPO plays a crucial role in advancing USPTO's leadership and participation in both domestic and international innovation policy, especially with the increased focus on global technological competition.

Chief Information Officer

Career Appointment

The Chief Information Officer (CIO) is the principal advisor to USPTO on the design, development, and management of its information systems and technology. Hackers and legacy software hinder reliable processing of USPTO's patent applications, slowing down innovation. The CIO has the opportunity to undertake a fundamental stabilization and modernization effort to transition USPTO to modern technology, which would make USPTO more agile and would enable more American innovation.

Chief Judge of the Patent Trial and Appeal Board (PTAB)



Career Appointment

The Chief Judge of the PTAB leads the PTAB as it conducts post-grant trials, including *inter partes* reviews, post-grant reviews, covered business method patent reviews and derivation proceedings, and as it hears appeals from adverse examiner decisions in patent applications and reexamination proceedings. PTAB administrative adjudication is becoming increasingly important to patent policy, which heavily influences American innovation. Over the last few years the patent board has received numerous challenges, including a few Supreme Court cases.