

RELEASE IN  
FULL**Tab 2. Membership Balance Plan****MEMBERSHIP BALANCE PLAN  
FOREIGN AFFAIRS POLICY BOARD**

- (1) Name.** The official designation shall be the Foreign Affairs Policy Board (hereinafter “the Board”).
- (2) Authority.** This Federal advisory committee is established under agency authority. The Board is established under the general authority of the Secretary of State and the Department of State as set forth in Title 22 of the United States Code, in particular Section 2656 of that Title and consistent with Federal Advisory Committee Act (5 U.S.C., Appendix). The establishment and operation of the Board are in the public interest in connection with performance of duties of the Department of State.
- (3) Mission/Function.** The Board shall provide the Secretary of State, the Deputy Secretaries of State, and the Director of Policy Planning independent, informed advice and opinion concerning matters of U.S. foreign policy. The main objective of the Board is to provide expertise, knowledge, and insight not available within the State Department or elsewhere in the U.S. Government on these matters.

The Board will provide information and advice on: 1) global threats and opportunities; 2) trends that implicate core national security interests; 3) tools and capacities of the civilian foreign affairs agencies; and 4) priorities and strategic frameworks for U.S. foreign policy.

**(4) Points of View.**

- (a)** The Board shall be comprised of no more than twenty-five members who have distinguished backgrounds in U.S. diplomacy, development and national security affairs. The membership will be a bi-partisan, diverse group of male and female American citizens. The members will be appointed as Special Government Employees or Representatives.
- (b)** To ensure that Board members offer advice and recommendations which are in the best interests of the U.S. Government, the majority (if not all) of them will be appointed as Special Government Employees. As such,

- 2 -

they will be required to submit financial disclosure forms to flag any conflicts of interest.

A small percentage of the members may be appointed as Representatives. These individuals will be leaders in American private sector organizations and institutions having recognizable interests related to U.S. foreign policy. They may include leaders of public interest groups, and/or faith-based, trade, and professional organizations, whose membership stands to be affected by U.S. foreign policy; leaders of American multinational businesses with significant foreign policy and international trade interests; and academics of various scholarly approaches to U.S. foreign policy. They will be proposed for membership from one of the five categories, below:

- (1) Academics and leaders of non-profit, non-governmental research institutions.
- (2) Former U.S. Government officials (including former members of Congress).
- (3) Leaders of non-governmental, philanthropic organizations.
- (4) Retired U.S. Military officers.
- (5) U.S. business leaders.

Representatives are stakeholders who are selected for membership for the purpose of obtaining the point of view or perspective of an outside interest group or stakeholder interest.

The membership will be selected to represent diverse points of view, using the considerations and process provided in paragraph (5), below.

- (c) The Board will consult with other interested parties, agencies and interagency committees and groups of the United States Government, foreign governments, and with national and international private sector organizations and individuals, as the Department of State and the Board decide are necessary or desirable.
- (5) Candidate Identification Process.** The process to identify potential candidates for this advisory committee will include recommendations from both senior career and political officials of the U.S. Department of State in consultation with Federal Advisory Committee Act legal advisers.

- 3 -

- (a) Department of State attorneys and senior leadership will be involved in determining balance on this Federal advisory committee.
  - (b) Vacancies will be handled through a call for nominations, suggestions based on extensive outreach to the private sector, and additional research and due diligence. Vacancies will be filled as they occur to maintain balance and diversity.
  - (c) The Secretary of State will appoint members to serve for a period of two years or less.
- (6) Subcommittee Balance.** The process for determining membership for any potential subcommittee will be similar to the process used for the parent Federal advisory committee.
- (7) Date Prepared.** This Membership Balance Plan was initially prepared on April 19, 2011.