

**Statement for the Record**  
**Ms. Susan M. Gordon**  
**Nominee for the Position of**  
**Principal Deputy Director of National Intelligence**

**July 19, 2017**

## **Introduction**

Chairman Burr, Vice Chairman Warner, Members of the Committee – I am honored to appear before you as the nominee for the position of Principal Deputy Director of National Intelligence.

I'd like to begin by thanking the President for nominating me for this position, and Director Coats for his faith in my experience and passion to help him lead the Intelligence Community.

Simply put, I love America. I love being here today as we do the nation's work as our founders envisioned. I never thought I'd say that I love being here to testify before the Senate, but I do.

And as a career intelligence officer, this opportunity to lead the women and men of the world's finest intelligence enterprise in service of the nation at a time of great challenge is both humbling and exciting.

We are who we began as. Today I am so pleased to be joined by my family—some by birth, some by choice—who helped bring me to this amazing moment.

My mom and dad, who instilled in me a love of country, the drive to always do my best, and the responsibility to work for something bigger than yourself.

My big brother and sister, who “allowed” me to live through childhood, and who keep me in line to this day.

My husband, who has been the love of my life and best friend for—today—37 years. That he is also a career intelligence officer is just icing on the cake.

My remarkable children and their spouses—two assistant district attorneys and two Marine Corps pilots—who have also chosen to serve their turn for their country.

And my Duke Basketball teammates who taught me how to be depended upon, and how to depend on others.

And finally, to my Intelligence Community colleagues, who are the real heroes in my story. I would never have gotten here without their drive and support.

Thank you all for standing with me today, as you always have.

## **The Job**

These are interesting times as the nation faces a wide variety of threats and challenges to its security. Whether it is the cyber threat faced by an ever-expanding digital environment, the threat posed by nation states like China, North Korea, Russia, or Iran, or the threat of terrorist groups who continue to target the United States...the Intelligence Community is challenged each

day to be our best. And at its best, intelligence provides decision-makers with an advantage to meet these and all threats, and in identifying opportunities to act before events dictate.

I am incredibly proud to be considered for this position of great responsibility at exactly this moment. I feel that, perhaps, my broad base of experience, my love of a good challenge and reputation for finding new solutions, my penchant for rolling up my sleeves and getting to work, and my recognition that the only way we get things done is through and with our people, will be useful.

It may seem surprising for a career Central Intelligence Agency (CIA) officer to extol the virtues of the Office of the Director of National Intelligence (ODNI), but I believe it performs a vital role in insuring that the nation always has access to the best intelligence delivered at exactly the right moment.

The Intelligence Community is at its best, and best serves the nation, when we work together. Leveraging the work of the Community and integrating it at the highest level is exactly where the ODNI is meant to have effect.

When Director Coats appeared before you, he described the role of the DNI as a “head coach” for the Intelligence Community. I agree this is an apt analogy.

So let me share my view of the role of the “assistant coach”—the Principal Deputy—and to offer some perspective on what I would bring to the job, if confirmed.

The first is integration—work well begun by my predecessor, but no less important a focus today. It is necessary, but not sufficient, that each organization delivers excellence in its responsibility and craft. We must also be able to share that work, appropriately, in a seamless, timely fashion so that the Community and, consequently, the nation benefits from the collective.

My more than two decades of service across the various disciplines of the CIA—analysis, technology, operations, and support—and my last two years as the Deputy Director of the National Geospatial-Intelligence Agency (a combat support agency in addition to an intelligence organization) have allowed me to see the strength of our various disciplines and organizations, and the power of using them together. I understand different risk equations, I see how tactical military requirements both differ and complement national strategic requirements, and I know how to find common ways forward.

The second is innovation. The Community not only has delivered great capability to this nation, but what it brings to bear today is the best I’ve ever seen. And yet it is not enough. We cannot stand still, lest we lose our advantage. And we must improve at an increasing rate because the world is turning ever faster, and global connectedness is transforming our advantage from being grounded in technology to being grounded in how we use it, sometimes in uniquely clever ways. If confirmed, I will help create the impetus and the room for this to happen, and I will look for this Committee to help in this necessary quest.

Somewhere along the way in my career, I became comfortable with leading change. Sometimes big change, like asking a group of private citizens to help us find a new way to

provide access to the energy and innovation happening in Silicon Valley that became In-Q-Tel. Sometimes smaller change, like changing the support model so that facilities, logistics, and finance could be more effectively and efficiently delivered worldwide. And sometimes simply a change in perspective, that allows geospatial intelligence to both benefit from, and provide benefit to, work going on in the open and with different partners. I know that if you focus on maintaining relevance rather than the status quo, you can always find your way.

The third, and my favorite, is leading the women and men of the Intelligence Community and creating the environment and the opportunity for them to thrive. They are our greatest asset, our base of talent, and the real answer to what we need. They are where our best analysis, our most creative solutions, and the source from which our most inspiring innovations come. If confirmed, you will be hearing a lot from me on what we, together, can do for them.

I've had the joy of leading thousands of incredible intelligence professionals—from those leading operations, to those inventing our future, to those who support mission execution. Our people are the finest and most dedicated I have ever seen, and our future is bright because more continue to come and seek to serve, every day.

If I am confirmed as PDDNI, I intend to be their champion—ensuring they have the opportunities, tools, and support they need to continue the great work of this Nation. And, I will advance diversity and inclusion, not simply because it is decent, but because I know that in order for the IC to deliver its best, we must create the environment where everyone can bring their best, truest selves to the task at hand. I have been an LGBTQ champion and ally for years, and the experience has let me see the magic that happens when people of all races, religions, sexual orientations, and experiences receive our support.

## **Conclusion**

In closing, I'd like to thank the Committee again for your consideration of my nomination.

If confirmed, I intend to work with all of you to ensure that the IC has the support it needs to tackle whatever the opposing teams bring our way; that the ODNI is focused only on its primary mission and we deliver on that mission effectively and efficiently; and that Congress has the information needed to conduct its necessary oversight responsibilities.

In my discussions with many of you prior to today's hearing, you have asked how you can be helpful. If confirmed, I will seek your support for the women and men of the IC, as well as the critical operations and efforts they undertake on behalf of the nation.

I am proud to represent the women and men of the IC, and work alongside Director Coats to lead a Community that has never been more vital to national security than it is today. This is truly a humbling experience, and if confirmed, I will work every day to be worthy of this opportunity and your support.