

SELECT COMMITTEE ON INTELLIGENCE

UNITED STATES SENATE



QUESTIONNAIRE FOR COMPLETION BY
PRESIDENTIAL NOMINEES

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PART A - BIOGRAPHICAL INFORMATION

1. FULL NAME: Christopher Jon Scolese
OTHER NAMES USED: N/A
2. DATE AND PLACE OF BIRTH: 21 July 1956; Buffalo, NY
CITIZENSHIP: USA
3. MARITAL STATUS: Married
4. SPOUSE'S NAME: Dianne Cecilia Scolese
5. SPOUSE'S MAIDEN NAME IF APPLICABLE: Dianne Cecilia Bojan
6. NAMES AND AGES OF CHILDREN:

NAME

AGE

: INFORMATION REDACTED
:
:

7. EDUCATION SINCE HIGH SCHOOL:

INSTITUTION	DATES ATTENDED	DEGREE RECEIVED	DATE OF DEGREE
George Washington University	2010-2016 (1983-1987 PhD coursework)	PhD Systems Engineering	2016
Maxwell School Syracuse University	2003	Leadership Certificate	2003
George Washington University	1979-1983	MS Electrical and Computer Engineering	1983
Bettis Reactor Engineering School	1979	Nuclear Engineering Certificate	1979
State University of New York at Buffalo	1974-1978	BS Electrical and Computer Engineering	1978

8. EMPLOYMENT RECORD (LIST ALL POSITIONS HELD SINCE COLLEGE, INCLUDING MILITARY SERVICE. INDICATE NAME OF EMPLOYER, POSITION, TITLE OR DESCRIPTION, LOCATION, AND DATES OF EMPLOYMENT).

EMPLOYER	POSITION/TITLE	LOCATION	DATES
U. S. Navy (Active Duty)	Ensign-LT	Various	1978 – 1983
U. S. Navy Reserve (active and Inactive)	LT	Crystal City, VA	1983- 1991
DoD USN	GS 13-14 Engineer	Crystal City, VA	1983 – 1986
General Research Corporation	Senior Analyst	Tysons Corner, VA	1986 – 1987
NASA Goddard Space Flight Center	GS 14-SES Engineer Systems Manager (Chief Engineer) Project Manager Director of Earth Science Missions Deputy Director of Flight Projects	Greenbelt, MD	1987 - 2001
Deputy AA Space Science NASA HQ	SES	Washington, DC	2001 – 2004
Deputy Director NASA GSFC	SES	Greenbelt, MD	2004 – 2005
Chief Engineer NASA	SES	Washington, DC	2005 – 2007
Administrator (Acting) NASA	SES	Washington, DC	2009
Associate Administrator NASA HQ	SES	Washington, DC	2007 to 2012
Director NASA Goddard Space Flight Center	SES	Greenbelt, MD	2012 – Present

9. GOVERNMENT EXPERIENCE (INDICATE EXPERIENCE IN OR ASSOCIATION WITH FEDERAL, STATE, OR LOCAL GOVERNMENTS, INCLUDING ADVISORY, CONSULTATIVE, HONORARY, OR OTHER PART-TIME SERVICE OR POSITION. DO NOT REPEAT INFORMATION ALREADY PROVIDED IN QUESTION 8).

I served in an advisory capacity as part of my official government duties providing reviews and recommendations for other government agency programs, which included programs at the NRO, DoD, USAF, DOE, DHS, and USGS.

10. INDICATE ANY SPECIALIZED INTELLIGENCE OR NATIONAL SECURITY EXPERTISE YOU HAVE ACQUIRED HAVING SERVED IN THE POSITIONS DESCRIBED IN QUESTIONS 8 AND/OR 9.

The majority of my 40 plus year career has been designing, acquiring, launching and operating space systems at NASA. My experience in acquisition, development and test is related to space systems, observation of the Earth and its environment, nuclear systems, nuclear weapons, analysis of products from satellites, data systems development and operation, and facility management. I have served in an advisory capacity on the development of NRO systems and technologies.

11. HONORS AND AWARDS (PROVIDE INFORMATION ON SCHOLARSHIPS, FELLOWSHIPS, HONORARY DEGREES, MILITARY DECORATIONS, CIVILIAN SERVICE CITATIONS, OR ANY OTHER SPECIAL RECOGNITION FOR OUTSTANDING PERFORMANCE OR ACHIEVEMENT).

HONORS/AWARDS	DATE	RECOGNITION
Recipient of the 2018 AIAA Von Kármán Award	2018	The American Institute of Aeronautics and Astronautics (AIAA) award honoring Theodore von Kármán, world famous authority on aerospace sciences, the von Kármán Lecture in Astronautics Award recognizes an individual who has performed notably and distinguished himself technically in the field of astronautics.
Elected to George Washington University School of Engineering Hall of Fame	2015	The GW Engineering Hall of Fame was established in 2006 to recognize and honor distinguished SEAS alumni, faculty, staff, and friends who have contributed to engineering, technology, or management in a sustained and significant way during their careers. These are individuals who bring distinction to GW through their achievements and their contributions to their professions, the University, and society-at-large.
Honorary PhD – Science: State University of New York at Buffalo	2015	
American Institute of Aeronautics and Astronautics National Capital Section Barry Goldwater Educator Award	2015	The American Institute of Aeronautics and Astronautics (AIAA) National Capital

		Section's highest award is the Barry Goldwater Educator Award, presented annually to an individual of national stature supporting the advancement of technology education.
Electrical Engineering Distinguished Graduate: State University of New York at Buffalo	2014	
NASA Distinguished Service Medal	2009	The NASA Distinguished Service Medal is the highest award which may be bestowed by the NASA. Awarded this medal for his leadership of the Agency during the transition.
State University of New York at Buffalo	2007	Clifford C. Furnas Memorial Award It was the intent of the late Mrs. Furnas that this award be presented annually to a graduate of the School of Engineering and Applied Sciences, or a graduate in one of the natural sciences or mathematics disciplines within the College of Arts and Sciences, who has distinguished himself/herself in a field of science, thereby bringing honor to the university.
American Institute of Aeronautics and Astronautics Space Systems Award	2006	Awarded to the Earth Observing System Team
Presidential Rank Award—Meritorious Executive	2006	Presidential Rank Award of Meritorious Executive Awarded to an SES in the U.S. Government for sustained superior performance in management of programs of the United States Government and for achievement in the public service
NASA Goddard Exceptional Team Achievement Award	2005	Earth Observing System (EOS) Aura
NASA Outstanding Leadership Medal	2000	Leadership of EOS Terra and recovery of ESDIS
Presidential Rank Award—Meritorious Executive	2000	Presidential Rank Award of Meritorious Executive Awarded to an SES in the U.S. Government for sustained superior performance in management of programs of the United States Government and for achievement in the public service
Society for Technical Communication	2000	Best of Show for the NASA Earth Observatory Web Site

American Society for Photogrammetry and Remote Sensing	1996	Certificate of Appreciation for Meritorious Service
Strathmore's Who's Who	1996	Strathmore's Who's Who publishes an annual two thousand page hard cover biographical registry, honoring successful individuals in the fields of Business, the Arts and Sciences, Law, Engineering and Government.
NASA Outstanding Leadership Medal	1993	Leadership of EOS Restructuring
NASA	1989 to present	Several Outstanding Teamwork Awards
NASA Goddard Space Flight Center	1989 to present	Several Group Achievement awards
AIAA National Capital Section	1986	Young Engineer/Scientist Award This is the premier award for scientists and engineers under the age of 35 who have made substantial contributions in their field of expertise.
Tau Beta Pi	1977	National Engineering Honor Society
Eta Kappa Nu	1977	Electrical Engineering Honor Society
New York State Regents Scholarship	1974	
New York State Science Fair	1973	Honor Award For a project on the ballistics of model rockets
Western New York Science Fair	1973	Highest Honors For a project on the ballistics of model rockets
Calspan	1973	Aerospace Award For a project on the ballistics of model rockets

12. ORGANIZATIONAL AFFILIATIONS (LIST MEMBERSHIPS IN AND OFFICES HELD WITHIN THE LAST TEN YEARS IN ANY PROFESSIONAL, CIVIC, FRATERNAL, BUSINESS, SCHOLARLY, CULTURAL, CHARITABLE, OR OTHER SIMILAR ORGANIZATIONS).

<u>ORGANIZATION</u>	<u>OFFICE HELD</u>	<u>DATES</u>
American Institute of Aeronautics and Astronautics	Fellow	Appx. 1972-Present
Institute of Electrical and Electronic Engineers	Member	1974-Present
Tau Beta Pi	National Engineering Honor Society	1977
Eta Kappa Nu	Electrical Engineering Honor Society	1977
Knights of Columbus	Member	1995-Present
State University of New York at Buffalo	Member of the Electrical Engineering Advisory Board	2013-Present

George Washington University	Member of the System Engineering Advisory Board	2015-Present
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13. PUBLISHED WRITINGS AND SPEECHES (LIST THE TITLES, PUBLISHERS, BLOGS AND PUBLICATION DATES OF ANY BOOKS, ARTICLES, REPORTS, OR OTHER PUBLISHED MATERIALS YOU HAVE AUTHORED. ALSO LIST ANY PUBLIC SPEECHES OR REMARKS YOU HAVE MADE WITHIN THE LAST TEN YEARS FOR WHICH THERE IS A TEXT, TRANSCRIPT, OR VIDEO). IF ASKED, WILL YOU PROVIDE A COPY OF EACH REQUESTED PUBLICATION, TEXT, TRANSCRIPT, OR VIDEO?

Yes, to the extent they are published and available. The below list of publications, speeches and presentations is complete to the best of my knowledge.

Published Writings (Books, Articles, Reports, Papers):

"EOS Mission Platform Sizing Study (A Conceptual Design Approach)." C. Scolese, F. Bordi. National Aeronautics and Space Administration (NASA), May 1990

"Field of View Location and Formation Flying for Polar Orbiting Missions." C. Scolese, D. Folta, and F. Bordi. American Astronautical Society 91-170, April 1991

"Considerations on Formation Flying Separations for Earth Observing Satellite Missions." D. Folta, F. Bordi, and C. Scolese. American Astronautical Society 92-144; American Astronautical Society / American Institute of Aeronautics and Astronautics Spaceflight Mechanics Meeting, Colorado Springs, CO, February 1992

"The Earth Observing System's Space Measurement System." C. Scolese, M. Donohoe, and F. Bordi. 43rd International Astronautical Congress, IAF-92-0748, Washington, DC, August 28-September 5, 1992

"Measurement Strategies for the Earth Observing System." C. Scolese, F. Bordi, D. Folta, and J. Bolek. COSPAR A.8-M.1.04 XXIX COSPAR PLENARY MEETING, Washington, DC, August 28-September 5, 1992

"Mission to Planet Earth: The EOS Space Segment." F. Bordi, C. Scolese, M. Donohoe, and J. Dalton. 43rd International Astronautical Congress, Washington, DC, August 28-September 5, 1992

"The Earth Observing System: The EOS-AM Mission." C. Scolese and F. Bordi. 43rd International Astronautical Congress, Washington, DC, August 28-September 5, 1992

"Scientific Requirements and Mission Design: The EOS Experience." C. Scolese and F. Bordi. 44th International Astronautical Congress, IAF-93-H.3.201, Graz, Austria, October 16 - 22, 1993

"EOS-AM1: The First Spacecraft in the Earth Observing System." C. Scolese and F. Bordi. IAF-94- B.2. 076, 45th International Astronautical Congress, Jerusalem, Israel, Oct 9-14, 1994

"EOS-AM1: Current Status." F. Bordi, S. Neeck, and C. Scolese. Proceedings of The International Society for Optics and Photonics, January 1995

"Earth Remote Sensing Mission Design Process: EOS-AM2, A Case Study." F. Bordi, S. Neeck, C. Scolese, W. Stoney, R. Taylor, and P. Westmeyer. Presented at the European Symposium on Satellite Remote Sensing II, Paris, France, September 25-28, 1995

"EOS-AM1: Project Update." F. Bordi, S. Neeck, and C. Scolese. Proceedings of The International Society for Optics and Photonics, Bellingham, WA, December 1995

"EOS-AM2: A Design Update." F. Bordi, S. Neeck, C. Scolese, R. Taylor, and P. Westmeyer. Europto, Satellite Remote Sensing III, Taormina, Italy, September 1996

"EOS-AM1-L-2." F. Bordi, S. Neeck, and C. Scolese. Proceedings of The International Society for Optics and Photonics, Bellingham, WA, December 1996

"EOS Follow-on Missions: Near-term." F. Bordi, S. Neeck, C. Scolese, and R. Taylor. Presented at the European Symposium on Aerospace Remote Sensing, London, United Kingdom, September 22-26, 1997

"Future Mission Concepts for Land Change / Use Research." F. Bordi, S. Neeck, C. Scolese, and R. Taylor. Presented at the European Symposium on Aerospace Remote Sensing, London, United Kingdom, September 22-26, 1997

"EOS-AM1: Launch-9 Months." S. Neeck, C. Scolese, and F. Bordi. European Symposium on Aerospace Remote Sensing III, London, United Kingdom, September 23, 1997

"EOS AM: Progress, Plans, and Promise." F. Bordi, C. Scolese, and S. Neeck. IAF-97-B.2.02 48th International Astronautical Congress, Turin, Italy, October 6-10, 1997

"EOS AM-1." S. Neeck, C. Scolese, and F. Bordi. European Symposium on Remote Sensing, Barcelona, Spain, September 21, 1998

"The Earth Observing System: Status of the First Series and Early Science Investigations." M. King and C. Scolese. 37th Goddard Memorial Symposium, American Astronautical Society, Greenbelt, MD, March 17, 1999

"Early Results from the EOS AM-1 Mission." F. Bordi, S. Neeck, and C. Scolese. 50th International Astronautical Congress, Amsterdam, Netherlands, October 4-8, 1999

"Contribution of EOS TERRA to Earth Sciences." F. Bordi, S. Neeck, and C. Scolese. European Symposium on Remote Sensing, Florence, Italy, September 20-24, 1999

"Overview of the TERRA Mission." C. Scolese and F. Bordi. Conference on Sensors, Systems, and Next Generation Satellites VI (Rs04), Barcelona, Spain, September 9, 2000

"An Overview of Earth Science Missions at the Goddard Space Flight Center." F. Bordi and C. Scolese. 52nd International Astronautical Congress, Toulouse, France, October 1-5, 2001

"Message from the Chief Engineer." C. Scolese. NASA's Academy Sharing Knowledge (ASK) Magazine, December 21, 2005

"Interview with Chris Scolese." C. Scolese. NASA's ASK Magazine, January 1, 2006

"Message from the Chief Engineer — Risk Management: Enabling the New Age of Exploration." C. Scolese. NASA's ASK Magazine, January 12, 2006

"Message from Chief Engineer: Defining Engineering Excellence." C. Scolese. NASA's ASK Magazine, February 8, 2006

"Message from Chief Engineer: Four Guiding Principles of Technical Excellence." C. Scolese. NASA's ASK Magazine, February 8, 2006

"Message from the Chief Engineer—Technical Excellence: Roles and Responsibilities." C. Scolese. NASA's ASK Magazine, February 24, 2006

"Message from the Chief Engineer: Engineering Philosophy." C. Scolese. NASA's ASK Magazine, March 17, 2006

"Message from the Chief Engineer: Technical Authority." C. Scolese. NASA's ASK Magazine, April 4, 2006

"Message from the Chief Engineer: The Technical Excellence Initiative." C. Scolese. NASA's ASK Magazine, May 10, 2006

"Message from the Chief Engineer: Building Systems Engineering Capability." C. Scolese. NASA's ASK Magazine, June 14, 2006

"Message from the Chief Engineer: A Risk-Based Development Approach." C. Scolese. NASA's ASK Magazine, July 20, 2006

"Message from the Chief Engineer: Dissenting Opinions." C. Scolese. NASA's ASK Magazine, August 4, 2006

"Message from the Chief Engineer: Cross-Institutional Programs and Projects." C. Scolese. NASA's ASK Magazine, August 31, 2006

"Message from the Chief Engineer: Management in a Technical Organization." C. Scolese. NASA's ASK Magazine, August 17, 2006

"Message from the Chief Engineer: The Significance of the Crew Exploration Vehicle." C. Scolese. NASA's ASK Magazine, September 20, 2006

"Message from the Chief Engineer: The Embodiment of Excellence." C. Scolese. NASA's ASK Magazine, November 3, 2006

"Message from the Chief Engineer: The Importance of Getting Our Hands Dirty." C. Scolese. NASA's Ask Magazine, January 12, 2007

"Message from the Chief Engineer —Project Management Challenge 2007—The Project Manager and the Chief Engineer: A Constructive Relationship." C. Scolese. NASA's ASK Magazine, February 23, 2007

"The NASA Mission and the Need for Engineering Excellence." C. Scolese. Ground System Architectures Workshop Conference, March 29, 2007

"Developing Engineering Excellence for Programs and Projects at NASA." C. Scolese. NASA's ASK Magazine, April 1, 2007

"Message from the Chief Engineer: Introducing NPRs 7120.5 and 7123.1." C. Scolese. NASA's Ask Magazine, May 29, 2007

"The Project Manager and the Chief Engineer: A Constructive Relationship." C. Scolese. Goddard Quality Symposium, May 18, 2007

"Message from the Chief Engineer: Technical Standards." C. Scolese. NASA's Ask Magazine, June 21, 2007

"A Solid Foundation for the Future: The Governance and Strategic Management Handbook."
C. Scolese. NASA's ASK Magazine, Spring 2007

"Developing Engineering Excellence for Programs and Projects at NASA." C. Scolese. NASA's ASK Magazine, Spring 2007

"Design and Engineering in a Flat World." C. Scolese and J. Hoffman. The International Journal of Engineering Education (Volume 24, Number 2) 2008 ISSN 0949-149X

Applied Space Systems Engineering, Chapter 1—Space Systems Engineering, D. Schiabe, C. Scolese, M. Ryschkewitsch, D. Verma, and W. Larson. Edited by Larson, Kirkpatrick, Sellers, Thomas, and Verma. McGraw Hill, 2009

"Guest Interview—Christopher J. Scolese." C. Scolese. ISO Focus+, October 2011

"Profile—Christopher Scolese—Director, NASA Goddard Space Flight Center." C. Scolese. Space News, September 26, 2012

"Explanation of Change Study: Approach and Findings." R. Bitten, D. Emmons, F. Bordi, and C. Scolese. 2013 Institute of Electrical and Electronics Engineers Conference, March 2-8, 2013

"Explanation of Change Study: Considerations and Implementation Challenges." R. Bitten, D. Emmons, F. Bordi, M. Hart, C. Scolese, and N. Hinners. 2013 Institute of Electrical and Electronics Engineers Conference, March 2-8, 2013

"Improved Definition for Use of Risk Matrices in Project Development." C. Scolese. Dissertation submitted to The Faculty of The School of Engineering and Applied Science of The George Washington University, May 18, 2015

"A New Approach to Mission Classification and Risk Management for NASA Space Flight Missions." F. Bordi and C. Scolese. 2018 International Astronomical Conference, March 3-9, 2018

"The Value of the Risk Management Process." R. Dillon, G. Klein, Jr., E. Rogers, and C. Scolese. 2018 Institute of Electrical and Electronics Engineers Aerospace Conference, March 3-9, 2018

Significant Presentations and Speeches:

NASA: The Need for Technical Excellence, C. Scolese. Invited Lecture State University of New York at Buffalo, Buffalo, New York, Spring 2006

Lessons from Apollo, C. Scolese. Military and Aerospace Programmable Logic Devices, September 25, 2006

Design Engineering Education and Space Exploration in a Flat World, C. Scolese. Harvey Mudd College, Los Angeles, California, May 23, 2007

The Project Manager and the Chief Engineer: A Constructive Relationship, C. Scolese. Project Management Challenge 2007, Galveston, TX, February 7, 2007

The NASA Mission and the Need for Engineering Excellence, C. Scolese. Ground System Architectures Workshop Conference, March 29, 2007

The Project Manager and the Chief Engineer: A Constructive Relationship, C. Scolese. Goddard Quality Symposium, May 18, 2007

Engineering Challenges for the NASA Exploration Mission, C. Scolese. NASA, August 21, 2007

Eyes on the Earth: Past, Present and Future, C. Scolese. Association of Aeronautics and Astronautics National Capital Section, January 17, 2008

Keynote on "Sustainable Space Exploration," C. Scolese. 47th Robert H. Goddard Memorial Symposium, March 12, 2009

The Importance of Project Leadership at NASA, C. Scolese. NASA, June 26, 2009

Measurement in Earth Observing Systems, C. Scolese. Association for Aeronautics and Astronautics, September 21, 2009

Flexible Response: Working with Industry, Academic, and International Partners, C. Scolese. NASA, October 21, 2009

5th Appleton Lecture: NASA's Plans for Exploring the Moon & Mars, C. Scolese. 5th Appleton Space Conference, Rutherford Appleton Laboratory, December 10, 2009

Grand Challenges and Space Exploration, C. Scolese. University of Buffalo Amherst Campus, Buffalo, New York, March 10, 2010

Space Exploration and Risk, C. Scolese. Space Systems Risk Management Symposium, April 7, 2010

Design Engineering Education and Space Exploration in a Flat World, C. Scolese. Harvey Mudd College, Los Angeles, CA, May 23, 2010

Eyes on the Sun: 2010 Space Weather Enterprise Forum, C. Scolese. NASA, June 8, 2010

Eyes on the Earth: Past, Present and Future, C. Scolese. Giant Leaps Symposium, MIT Draper Laboratory, Boston, MA, June 10, 2010

Observing Earth from Space: Status, Challenges and Opportunities, C. Scolese. MIT Draper Laboratory, Boston, MA, October 21, 2010

NASA Today: Delivering Results, C. Scolese. American Astronomical Society 3rd Wernher von Braun Memorial Symposium 21st Century Approaches to the Use and Development of Space, October 27, 2010

Invited Talk—Mission Assurance in a Cost Constrained Environment, C. Scolese. 2011 Mission Assurance Improvement Workshop, May 6, 2011

Commencement Speech to the Graduating Class of Cleveland Hill High School, C. Scolese. Cheektowaga, NY, June 25, 2011

Keynote: From Ideas to Impact, C. Scolese. American Astronomical Society 4th Wernher von Braun Symposium, October 25, 2011

Facilitate Mission Success through Knowledge Sharing, C. Scolese. 2012 Mission Assurance Improvement Workshop Keynote, May 9, 2012

Presentation on NASA Goddard Space Flight Center Mission, C. Scolese. Maryland Department of Business & Economic Development's Environmental & Energy Sustainment Forum, May 14, 2012

Presentation on NASA Goddard Space Flight Center Mission, C. Scolese. Wallops Regional Partner's Quarterly, June 14, 2012

Remarks at "Aerospace@Annapolis", C. Scolese. NASA Goddard, in partnership with the AIAA National Capital Section, event at Maryland General Assembly, February 1, 2013

Remarks—Landsat 8 and The Criticality of Sustaining Operational Programs to Minimize the Risk of a Data Gap, C. Scolese. USGS-hosted Lunch & Learn on Capitol Hill, Washington, DC, May 10, 2013

Goddard Space Flight Center Overview, C. Scolese. American Institute of Aeronautics and Astronautics, September 19, 2013

Address to the Mission Assurance Improvement Workshop, C. Scolese. Mission Assurance Improvement Workshop, NASA, May 8, 2014

Address to the 42nd Aerospace Mechanism Symposium, C. Scolese. 42nd Aerospace Mechanism Symposium, May 14, 2014

Presentation—NASA Goddard Space Flight Center Leading the Way: Goddard in FY 15 and Beyond, C. Scolese. American Institute of Aeronautics and Astronautics National Capitol Section, October 23, 2014

A Personal Perspective on the Evolution of Program/Project Management at the Goddard Space Flight Center, C. Scolese. November 6, 2014

Presentation—Overview of the NASA Program/Project Activities, C. Scolese. National Academy of Sciences, July 21, 2015

Keynote—Data-Driven Mission Success Supply Chain 2016, C. Scolese. Supply Chain Conference NASA/Goddard Space Flight Center, Greenbelt, MD, August 30, 2016

Keynote at the University of Southern California (USC) / University of California, Los Angeles (UCLA) Navy Marine Birthday Ball, C. Scolese. USC/UCLA ROTC Los Angeles, CA, October 28, 2016

Improving the Use of Risk Matrices at NASA, R. Dillon, G. Klein, Jr., E. Rogers, and C. Scolese. 2017 Institute of Electrical and Electronics Engineers Aerospace Conference, March 4-11, 2017

Remarks—Highlights of Space Science Disciplines, C. Scolese. Space Transportation Association Lunch, September 8, 2017

Presentations and/or Remarks on NASA Goddard Space Flight Center Mission, C. Scolese. Greenbelt City Council & Greenbelt Business Roundtable, multiple occasions—April 23, 2012; June 19, 2012; February 4, 2013; August 24, 2016; and March 29, 2017

Keynote, Bucks County Pennsylvania Chamber of Commerce Luncheon, C. Scolese. December 1, 2017

Presentations and/or Remarks on NASA Goddard Space Flight Center Mission, C. Scolese. Maryland Space Business Roundtable, multiple occasions—April 27, 2012; September 19, 2012; July 23, 2013; September 29, 2014; March 29, 2016; and July 26, 2018

Presentations and/or Remarks on Introducing Speakers at the Goddard Memorial Symposium, C. Scolese. Multiple occasions—March 21-22, 2013; March 5-6, 2014; March 11-12, 2015; March 9-10, 2016; March 8-9, 2017; and March 14-15, 2018

Remarks at National Air & Space Museum, Annual Event hosted by Maryland Business Roundtable, C. Scolese. Multiple occasions—September 19, 2012; September 25, 2013; September 10, 2014; September 23, 2015; September 21, 2016; October 4, 2017; and October 3, 2018

Presentation--Fins to Computers, C. Scolese. Cleveland Hill High School, Cheektowaga, NY, October 5, 2018

Presentation--Discussion of NASA Missions, C. Scolese. State University of New York at Buffalo School of Engineering, Buffalo, NY, October 5, 2018

Congressional Testimony:

NASA's progress in managing the cost and schedule of the Agency's projects, C. Scolese, NASA Administrator (Acting). Before the Subcommittee on Space and Aeronautics Committee on Science and Technology, U.S. House of Representatives, March 5, 2009

President's FY2010 Budget for NASA, C. Scolese, NASA Administrator (Acting). Before the Subcommittee on Commerce, Justice, Science and Related Agencies Committee on Appropriations, U.S. House of Representatives, April 29, 2009

President's FY2010 Budget for NASA, C. Scolese, NASA Administrator (Acting). Before the U.S. House of Representatives Committee on Science and Technology, U.S. House of Representatives, May 19, 2009

President's FY2010 Budget for NASA, C. Scolese, NASA Administrator (Acting). Before the Senate Subcommittee on Science and Space, U.S. Senate, May 21, 2009

President's FY2010 Budget for NASA, C. Scolese, NASA Administrator (Acting). Before the Senate Subcommittee on Appropriations for Commerce, Justice, and Science, U.S. Senate, May 21, 2009

Setting New Courses for Polar Weather Satellites and Earth Observations, C. Scolese, NASA Associate Administrator. U.S. House of Representatives Committee on Science and Technology Subcommittee on Investigations and Oversight, U.S. House of Representatives, July 27, 2010

Polar Weather Satellite Program Progress and Plans, C. Scolese, NASA Associate Administrator. Joint Hearing Before the Subcommittee on Investigations and Oversight and Subcommittee on Energy and Environment Committee on Science, Space, and Technology. U.S. House of Representatives, September 23, 2012

PART B - QUALIFICATIONS

14. **QUALIFICATIONS (DESCRIBE WHY YOU BELIEVE YOU ARE QUALIFIED TO SERVE AS THE DIRECTOR OF THE NATIONAL RECONNAISSANCE OFFICE).**

Throughout my 40 year career, I have been involved in the acquisition, development, and test of complex systems that have been used in submarines, nuclear systems, missile defense, Earth observation satellites, human and robotic space missions in and beyond low Earth orbit, data systems, and communications systems, all of which are related to aspects of the National Reconnaissance Office (NRO) mission. Further, I have significant experience in the acquisition, development, test, and operation of complex space and ground systems used by NASA as well as other organizations. During my tenure at NASA, I have worked with NOAA, USGS, USAF, NRO, DoD, DOE, commercial and university organizations; my collaboration with each of these organizations provided me with valuable insights into space acquisition, program management, and operations best practices that would be applicable to the mission of the NRO. As a leader of organizations at NASA, I have significant experience in many areas with direct relevance to NRO mission accomplishment. This includes work to develop new technologies for small and large scale applications, from components and software that improved capabilities, to more complex CubeSats and large space systems. My efforts have directly contributed to the creation of multiple ground systems. These include small, agile ground systems to large ground systems that acquire and process data for a diverse user community. My efforts on large

ground systems include the development and evolution of the Earth Observing System (EOS) Data and Information System, as well as recovery and development of the Joint Polar Satellite System (JPSS) ground system. Over the last 20 years, I have held positions in which I have been responsible for the oversight and integration of NASA's programmatic and technical efforts to ensure the successful accomplishment of the Agency's overall mission, as well as leading the development, design, and implementation of the nation's civil space program. Currently, I have responsibility for scientific and programmatic management of the Nation's largest organization of combined scientists and engineers focused on the exploration of Earth, the solar system, and the universe. I believe my experience aligns well with the NRO's mission to develop, acquire, launch and operate our nation's intelligence satellites.

Given the technical, acquisition, and partnership experience described above, I believe I have the technical expertise, substantive knowledge, and leadership ability to serve as the Director of the NRO.

PART C - POLITICAL AND FOREIGN AFFILIATIONS

15. POLITICAL ACTIVITIES (LIST ANY MEMBERSHIPS OR OFFICES HELD IN OR FINANCIAL CONTRIBUTIONS OR SERVICES RENDERED TO, ANY POLITICAL PARTY, ELECTION COMMITTEE, POLITICAL ACTION COMMITTEE, OR INDIVIDUAL CANDIDATE DURING THE LAST TEN YEARS).

None

16. CANDIDACY FOR PUBLIC OFFICE (FURNISH DETAILS OF ANY CANDIDACY FOR ELECTIVE PUBLIC OFFICE).

None

17. FOREIGN AFFILIATIONS

(NOTE: QUESTIONS 17A AND B ARE NOT LIMITED TO RELATIONSHIPS REQUIRING REGISTRATION UNDER THE FOREIGN AGENTS REGISTRATION ACT. QUESTIONS 17A, B, AND C DO NOT CALL FOR A POSITIVE RESPONSE IF THE REPRESENTATION OR TRANSACTION WAS AUTHORIZED BY THE UNITED STATES GOVERNMENT IN CONNECTION WITH YOUR OR YOUR SPOUSE'S EMPLOYMENT IN GOVERNMENT SERVICE.)

- A. HAVE YOU OR YOUR SPOUSE EVER REPRESENTED IN ANY CAPACITY (E.G. EMPLOYEE, ATTORNEY, OR POLITICAL/BUSINESS CONSULTANT), WITH OR WITHOUT COMPENSATION, A FOREIGN GOVERNMENT OR AN ENTITY CONTROLLED BY A FOREIGN GOVERNMENT? IF SO, PLEASE FULLY DESCRIBE SUCH RELATIONSHIP.

No

- B. HAVE ANY OF YOUR OR YOUR SPOUSE'S ASSOCIATES REPRESENTED, IN ANY CAPACITY, WITH OR WITHOUT COMPENSATION, A FOREIGN GOVERNMENT OR AN ENTITY CONTROLLED BY A FOREIGN GOVERNMENT? IF SO, PLEASE FULLY DESCRIBE SUCH RELATIONSHIP.

No

- C. DURING THE PAST TEN YEARS, HAVE YOU OR YOUR SPOUSE RECEIVED ANY COMPENSATION FROM, OR BEEN INVOLVED IN ANY FINANCIAL OR BUSINESS TRANSACTIONS WITH, A FOREIGN GOVERNMENT OR ANY ENTITY CONTROLLED BY A FOREIGN GOVERNMENT? IF SO, PLEASE PROVIDE DETAILS.

No

D. HAVE YOU OR YOUR SPOUSE EVER REGISTERED UNDER THE FOREIGN AGENTS REGISTRATION ACT? IF SO, PLEASE PROVIDE DETAILS.

No

18. DESCRIBE ANY LOBBYING ACTIVITY DURING THE PAST TEN YEARS, OTHER THAN IN AN OFFICIAL U.S. GOVERNMENT CAPACITY, IN WHICH YOU OR YOUR SPOUSE HAVE ENGAGED FOR THE PURPOSE OF DIRECTLY OR INDIRECTLY INFLUENCING THE PASSAGE, DEFEAT, OR MODIFICATION OF FEDERAL LEGISLATION, OR FOR THE PURPOSE OF AFFECTING THE ADMINISTRATION AND EXECUTION OF FEDERAL LAW OR PUBLIC POLICY.

None

PART D - FINANCIAL DISCLOSURE AND CONFLICT OF INTEREST

19. DESCRIBE ANY EMPLOYMENT, BUSINESS RELATIONSHIP, FINANCIAL TRANSACTION, INVESTMENT, ASSOCIATION, OR ACTIVITY (INCLUDING, BUT NOT LIMITED TO, DEALINGS WITH THE FEDERAL GOVERNMENT ON YOUR OWN BEHALF OR ON BEHALF OF A CLIENT), WHICH COULD CREATE, OR APPEAR TO CREATE, A CONFLICT OF INTEREST IN THE POSITION TO WHICH YOU HAVE BEEN NOMINATED.

None

20. DO YOU INTEND TO SEVER ALL BUSINESS CONNECTIONS WITH YOUR PRESENT EMPLOYERS, FIRMS, BUSINESS ASSOCIATES AND/OR PARTNERSHIPS, OR OTHER ORGANIZATIONS IN THE EVENT THAT YOU ARE CONFIRMED BY THE SENATE? IF NOT, PLEASE EXPLAIN.

I have no outside business relationships beyond my official duties as a federal employee.

21. DESCRIBE THE FINANCIAL ARRANGEMENTS YOU HAVE MADE OR PLAN TO MAKE, IF YOU ARE CONFIRMED, IN CONNECTION WITH SEVERANCE FROM YOUR CURRENT POSITION. PLEASE INCLUDE SEVERANCE PAY, PENSION RIGHTS, STOCK OPTIONS, DEFERRED INCOME ARRANGEMENTS, AND ANY AND ALL COMPENSATION THAT WILL OR MIGHT BE RECEIVED IN THE FUTURE AS A RESULT OF YOUR CURRENT BUSINESS OR PROFESSIONAL RELATIONSHIPS.

N/A

22. DO YOU HAVE ANY PLANS, COMMITMENTS, OR AGREEMENTS TO PURSUE OUTSIDE EMPLOYMENT, WITH OR WITHOUT COMPENSATION, DURING YOUR SERVICE WITH THE GOVERNMENT? IF SO, PLEASE PROVIDE DETAILS.

No

23. AS FAR AS CAN BE FORESEEN, STATE YOUR PLANS AFTER COMPLETING GOVERNMENT SERVICE. PLEASE SPECIFICALLY DESCRIBE ANY AGREEMENTS OR UNDERSTANDINGS, WRITTEN OR UNWRITTEN, CONCERNING EMPLOYMENT AFTER LEAVING GOVERNMENT SERVICE. IN PARTICULAR, DESCRIBE ANY AGREEMENTS, UNDERSTANDINGS, OR OPTIONS TO RETURN TO YOUR CURRENT POSITION.

I have no agreements with any organization or person for post-government employment. When I leave government service, I plan to retire and pursue an academic career to share the knowledge I have gained with future engineers and leaders.

24. IF YOU ARE PRESENTLY IN GOVERNMENT SERVICE, DURING THE PAST FIVE YEARS OF SUCH SERVICE, HAVE YOU RECEIVED FROM A PERSON OUTSIDE OF GOVERNMENT AN OFFER OR EXPRESSION OF INTEREST TO EMPLOY YOUR SERVICES AFTER YOU LEAVE GOVERNMENT SERVICE? IF YES, PLEASE PROVIDE DETAILS.

No

25. IS YOUR SPOUSE EMPLOYED? IF YES AND THE NATURE OF THIS EMPLOYMENT IS RELATED IN ANY WAY TO THE POSITION FOR WHICH YOU ARE SEEKING CONFIRMATION, PLEASE INDICATE YOUR SPOUSE'S EMPLOYER, THE POSITION, AND THE LENGTH OF TIME THE POSITION HAS BEEN HELD. IF YOUR SPOUSE'S EMPLOYMENT IS NOT RELATED TO THE POSITION TO WHICH YOU HAVE BEEN NOMINATED, PLEASE SO STATE.

Spouse is not employed.

26. LIST BELOW ALL CORPORATIONS, PARTNERSHIPS, FOUNDATIONS, TRUSTS, OR OTHER ENTITIES TOWARD WHICH YOU OR YOUR SPOUSE HAVE FIDUCIARY OBLIGATIONS OR IN WHICH YOU OR YOUR SPOUSE HAVE HELD DIRECTORSHIPS OR OTHER POSITIONS OF TRUST DURING THE PAST FIVE YEARS.

INFORMATION REDACTED

27. LIST ALL GIFTS EXCEEDING \$100 IN VALUE RECEIVED DURING THE PAST FIVE YEARS BY YOU, YOUR SPOUSE, OR YOUR DEPENDENTS. (NOTE: GIFTS RECEIVED FROM RELATIVES AND GIFTS GIVEN TO YOUR SPOUSE OR DEPENDENT NEED NOT BE INCLUDED UNLESS THE GIFT WAS GIVEN WITH YOUR KNOWLEDGE AND ACQUIESCENCE AND YOU HAD REASON TO BELIEVE THE GIFT WAS GIVEN BECAUSE OF YOUR OFFICIAL POSITION.)

Attendance at Robert H. Goddard Memorial Dinner hosted by the National Space Club and Foundation in 2014 and 2017 (for myself and my wife)

Attendance at American Institute of Aeronautics and Astronautics Spotlight Awards Dinner in 2014, 2015, and 2018 (for myself and my wife or daughter)

2015 Robert J. Collier Trophy Dinner hosted by the National Aeronautic Association for the award of the Collier Trophy to the NASA/JPL Dawn Team (for myself and wife)

28. LIST ALL SECURITIES, REAL PROPERTY, PARTNERSHIP INTERESTS, OR OTHER INVESTMENTS OR RECEIVABLES WITH A CURRENT MARKET VALUE (OR, IF MARKET VALUE IS NOT ASCERTAINABLE, ESTIMATED CURRENT FAIR VALUE) IN EXCESS OF \$1,000. (NOTE: THE INFORMATION PROVIDED IN RESPONSE TO SCHEDULE A OF THE DISCLOSURE FORMS OF THE OFFICE OF GOVERNMENT ETHICS MAY BE INCORPORATED BY REFERENCE, PROVIDED THAT CURRENT VALUATIONS ARE USED.)

<u>DESCRIPTION OF PROPERTY</u>	<u>VALUE</u>	<u>METHOD OF VALUATION</u>
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Please see my OGE-278e, which was completed using current valuations.

29. LIST ALL LOANS OR OTHER INDEBTEDNESS (INCLUDING ANY CONTINGENT LIABILITIES) IN EXCESS OF \$10,000. EXCLUDE A MORTGAGE ON YOUR PERSONAL RESIDENCE UNLESS IT IS RENTED OUT, AND LOANS SECURED BY AUTOMOBILES, HOUSEHOLD FURNITURE, OR APPLIANCES. (NOTE: THE INFORMATION PROVIDED IN RESPONSE TO SCHEDULE C OF THE DISCLOSURE FORM OF THE OFFICE OF GOVERNMENT ETHICS MAY BE INCORPORATED BY REFERENCE, PROVIDED THAT CONTINGENT LIABILITIES ARE ALSO INCLUDED.)

<u>NATURE OF OBLIGATION</u>	<u>NAME OF OBLIGEE</u>	<u>AMOUNT</u>
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Please see my OGE-278e. Contingent liabilities are included.

30. ARE YOU OR YOUR SPOUSE NOW IN DEFAULT ON ANY LOAN, DEBT, OR OTHER FINANCIAL OBLIGATION? HAVE YOU OR YOUR SPOUSE BEEN IN DEFAULT ON ANY LOAN, DEBT, OR OTHER FINANCIAL OBLIGATION IN THE PAST TEN YEARS? HAVE YOU OR YOUR SPOUSE EVER BEEN REFUSED CREDIT OR HAD A LOAN APPLICATION DENIED? IF THE ANSWER TO ANY OF THESE QUESTIONS IS YES, PLEASE PROVIDE DETAILS.

No

31. LIST THE SPECIFIC SOURCES AND AMOUNTS OF ALL INCOME RECEIVED DURING THE LAST FIVE YEARS, INCLUDING ALL SALARIES, FEES, DIVIDENDS, INTEREST, GIFTS, RENTS, ROYALTIES, PATENTS, HONORARIA, AND OTHER ITEMS EXCEEDING \$200. (COPIES OF U.S. INCOME TAX RETURNS FOR THESE YEARS MAY BE SUBSTITUTED HERE, BUT THEIR SUBMISSION IS NOT REQUIRED.)

INFORMATION REDACTED

32. IF ASKED, WILL YOU PROVIDE THE COMMITTEE WITH COPIES OF YOUR AND YOUR SPOUSE'S FEDERAL INCOME TAX RETURNS FOR THE PAST THREE YEARS?

Yes

33. LIST ALL JURISDICTIONS IN WHICH YOU AND YOUR SPOUSE FILE ANNUAL INCOME TAX RETURNS.

**Federal
Commonwealth of Virginia**

34. HAVE YOUR FEDERAL OR STATE TAX RETURNS BEEN THE SUBJECT OF AN AUDIT, INVESTIGATION, OR INQUIRY AT ANY TIME? IF SO, PLEASE PROVIDE DETAILS, INCLUDING THE RESULT OF ANY SUCH PROCEEDING.

No

35. IF YOU ARE AN ATTORNEY, ACCOUNTANT, OR OTHER PROFESSIONAL, PLEASE LIST ALL CLIENTS AND CUSTOMERS WHOM YOU BILLED MORE THAN \$200 WORTH OF SERVICES DURING THE PAST FIVE YEARS. ALSO, LIST ALL JURISDICTIONS IN WHICH YOU ARE LICENSED TO PRACTICE.

N/A

36. DO YOU INTEND TO PLACE YOUR FINANCIAL HOLDINGS AND THOSE OF YOUR SPOUSE AND DEPENDENT MEMBERS OF YOUR IMMEDIATE HOUSEHOLD IN A BLIND TRUST? IF YES, PLEASE FURNISH DETAILS. IF NO, DESCRIBE OTHER ARRANGEMENTS FOR AVOIDING ANY POTENTIAL CONFLICTS OF INTEREST.

I do not intend to place any of my or my spouse's financial holdings in a blind trust. If an actual or apparent conflicts of interests should arise, I will consult with my Designated Agency Ethics Official and take appropriate steps to mitigate or eliminate any actual or apparent conflicts of interests.

37. IF APPLICABLE, LIST THE LAST THREE YEARS OF ANNUAL FINANCIAL DISCLOSURE REPORTS YOU HAVE BEEN REQUIRED TO FILE WITH YOUR AGENCY, DEPARTMENT, OR BRANCH OF GOVERNMENT. IF ASKED, WILL YOU PROVIDE A COPY OF THESE REPORTS?

Yes. I have filed an OGE-278 for the last 3 years and will provide copies if requested.

PART E - ETHICAL MATTERS

38. HAVE YOU EVER BEEN THE SUBJECT OF A DISCIPLINARY PROCEEDING OR CITED FOR A BREACH OF ETHICS OR UNPROFESSIONAL CONDUCT BY, OR BEEN THE SUBJECT OF A COMPLAINT TO, ANY COURT, ADMINISTRATIVE AGENCY, PROFESSIONAL ASSOCIATION, DISCIPLINARY COMMITTEE, OR OTHER PROFESSIONAL GROUP? IF SO, PLEASE PROVIDE DETAILS.

No

39. HAVE YOU EVER BEEN INVESTIGATED, HELD, ARRESTED, OR CHARGED BY ANY FEDERAL, STATE, OR OTHER LAW ENFORCEMENT AUTHORITY FOR VIOLATION OF ANY FEDERAL, STATE, COUNTY, OR MUNICIPAL LAW, REGULATION, OR ORDINANCE, OTHER THAN A MINOR TRAFFIC OFFENSE, OR NAMED AS A DEFENDANT OR OTHERWISE IN ANY INDICTMENT OR INFORMATION RELATING TO SUCH VIOLATION? IF SO, PLEASE PROVIDE DETAILS.

No

40. HAVE YOU EVER BEEN CONVICTED OF OR ENTERED A PLEA OF GUILTY OR NOLO CONTENDERE TO ANY CRIMINAL VIOLATION OTHER THAN A MINOR TRAFFIC OFFENSE? IF SO, PLEASE PROVIDE DETAILS.

No

41. ARE YOU PRESENTLY OR HAVE YOU EVER BEEN A PARTY IN INTEREST IN ANY ADMINISTRATIVE AGENCY PROCEEDING OR CIVIL LITIGATION? IF SO, PLEASE PROVIDE DETAILS.

No

42. HAVE YOU BEEN INTERVIEWED OR ASKED TO SUPPLY ANY INFORMATION AS A WITNESS OR OTHERWISE IN CONNECTION WITH ANY CONGRESSIONAL INVESTIGATION, FEDERAL, OR STATE AGENCY PROCEEDING, GRAND JURY INVESTIGATION, OR CRIMINAL OR CIVIL LITIGATION IN THE PAST TEN YEARS? IF SO, PLEASE PROVIDE DETAILS.

I have not been interviewed or asked to supply information for investigations, proceedings or litigation as enumerated in this question. As part of my official duties as a Federal Employee, I have provided testimony to Congress on multiple occasions. My Congressional testimony from the last 10 years is detailed in my response to Question 13 above.

43. HAS ANY BUSINESS OF WHICH YOU ARE OR WERE AN OFFICER, DIRECTOR, OR PARTNER BEEN A PARTY TO ANY ADMINISTRATIVE AGENCY PROCEEDING OR CRIMINAL OR CIVIL LITIGATION RELEVANT TO THE POSITION TO WHICH YOU HAVE BEEN NOMINATED? IF SO, PLEASE PROVIDE DETAILS. (WITH RESPECT TO A BUSINESS OF WHICH YOU ARE OR WERE AN OFFICER, YOU NEED ONLY CONSIDER PROCEEDINGS AND LITIGATION THAT OCCURRED WHILE YOU WERE AN OFFICER OF THAT BUSINESS.)

No

44. HAVE YOU EVER BEEN THE SUBJECT OF ANY INSPECTOR GENERAL INVESTIGATION? IF SO, PLEASE PROVIDE DETAILS.

No

PART F - SECURITY INFORMATION

45. HAVE YOU EVER BEEN DENIED ANY SECURITY CLEARANCE OR ACCESS TO CLASSIFIED INFORMATION FOR ANY REASON? IF YES, PLEASE EXPLAIN IN DETAIL.

No

46. HAVE YOU BEEN REQUIRED TO TAKE A POLYGRAPH EXAMINATION FOR ANY SECURITY CLEARANCE OR ACCESS TO CLASSIFIED INFORMATION? IF YES, PLEASE EXPLAIN.

Yes, as part of my official duties as NASA Chief Engineer and Associate Administrator.

47. HAVE YOU EVER REFUSED TO SUBMIT TO A POLYGRAPH EXAMINATION? IF YES, PLEASE EXPLAIN.

No

PART G - ADDITIONAL INFORMATION

48. DESCRIBE IN YOUR OWN WORDS THE CONCEPT OF CONGRESSIONAL OVERSIGHT OF U.S. INTELLIGENCE ACTIVITIES. IN PARTICULAR, CHARACTERIZE WHAT YOU BELIEVE TO BE THE OBLIGATIONS OF THE DIRECTOR OF THE NATIONAL RECONNAISSANCE OFFICE AND THE INTELLIGENCE COMMITTEES OF THE CONGRESS, RESPECTIVELY, IN THE OVERSIGHT PROCESS.

Oversight and independent assessment in general is necessary for any organization to be successful and to validate its benefit to the greater community that it serves. Congressional oversight of intelligence activities is critical because the nature of intelligence activities and systems is not broadly available for review and scrutiny by the public as are other programs. Specifically, oversight is a fundamental role of the Congress and, in the case of intelligence programs, has been invested in the intelligence committees to review the programs, activities and budgets of the National Reconnaissance Office (NRO) as well as any other matter of interest.

The responsibility of the Director of the NRO is to provide timely and accurate information to the Congress. The Director of the NRO has a responsibility to keep the Congress "fully and currently" informed of ongoing and planned activities so that Congress can make fully informed legislative recommendations regarding programs, budgets and other matters which the committees consider appropriate and necessary.

49. EXPLAIN YOUR UNDERSTANDING OF THE RESPONSIBILITIES OF THE DIRECTOR OF THE NATIONAL RECONNAISSANCE OFFICE.

To quote the official responsibilities: "The Director of the NRO (D/NRO) is responsible the Secretary of Defense (SecDef) and Director of National Intelligence (DNI) for all national space and assigned airborne reconnaissance activities. The D/NRO provides top-level management direction to the NRO in response to SecDef and DNI requirements." To me this means that the Director is responsible to implement the direction and policies of the SecDef and DNI to provide space and airborne systems that are required to support the intelligence and defense needs of the United States. Importantly, this means that the D/NRO must develop a capable workforce, foster effective teams and partnerships internal to NRO and among many partners that the NRO supports, assure effective management of assigned activities, and report to the Congress, DNI, SecDef, and others as needed to ensure a common understanding of progress and challenges.

AFFIRMATION

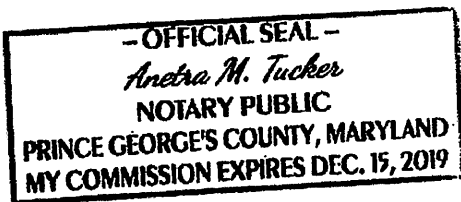
I, **CHRISTOPHER SCOLESE**, DO SWEAR THAT THE ANSWERS I HAVE PROVIDED TO THIS QUESTIONNAIRE ARE ACCURATE AND COMPLETE.

February 27, 2019

(Date)

SIGNATURE OF CHRISTOPHER SCOLESE

Christopher Scolese



SIGNATURE OF NOTARY

(Notary)

TO THE CHAIRMAN, SELECT COMMITTEE ON INTELLIGENCE:

In connection with my nomination to be the Director of the National Reconnaissance Office, I hereby express my willingness to respond to requests to appear and testify before any duly constituted committee of the Senate.

SIGNATURE OF CHRISTOPHER SCOLESE
Signature

Date: February 27, 2019