

Statement for the Record

Ms. Susan Gibson

Nominee for Inspector General of the National Reconnaissance Office

Senate Select Committee on Intelligence

7 June 2016

Chairmen Burr, Vice Chairman Feinstein, and distinguished members of the Committee, thank you for the opportunity to appear before you today as you consider my nomination to be the Inspector General for the National Reconnaissance Office (NRO). I also appreciate the opportunity I've had to meet privately with several of you to hear your concerns and your goals for the NRO and the Intelligence Community. I am deeply honored to have been nominated by the President for this position, and I am grateful for the support and encouragement I have received from Director Clapper and Director Sapp. If confirmed, I look forward to working with you, with Director Sapp, and with the fine women and men of the NRO and the NRO Inspector General's Office to further the NRO's mission.

I appreciate the opportunity to introduce my husband of 35 years, Tim. Tim and I met in high school and both had full Army careers, supporting each other along the way and raising two daughters we're extremely proud of: Katie and Joanna, who are both here in spirit, but busy with their full and interesting lives. I would also like to take a moment to thank my parents, but particularly my mother, Claudette Greene. I am the first person in my extended family, which included my brother and sister and nearly 20 cousins, to graduate from college.

I could never have accomplished this without the love and support of my remarkable mother, who is now 80, but like the rest of my family, still leading a busy life. I would also like to recognize my friends, my co-workers, and my many mentors throughout my career. As one of my mentors is fond of saying, life is a team sport and "there is no end to what we can accomplish if we don't care who gets the credit." I couldn't agree more, and am very thankful for the wonderful team that helped me along the way.

The majority of my 30-plus year career has been in the national security field, with the last 15 years largely concentrated on the intelligence community. My 22 years in the Army included a broad range of military legal practice, to include criminal law and investigations, government contracting and fiscal law, international agreements, domestic and international crisis response, privacy and civil liberties, human intelligence operations, and rule of law. As part of the original legal team for the Director of National Intelligence (DNI), I have provided support to all four DNIs and have touched on virtually every aspect of the mission. I helped stand up the Office of the Director of National Intelligence (ODNI), and assisted with drafting multiple Intelligence Community Directives and related policies, helped re-write Executive Order 12333, and regularly provided advice and counsel as the ODNI worked through many issues affecting all seventeen Intelligence Community elements. As a result of these experiences, I am well grounded in intelligence law and policy, and in many other areas of law relevant to NRO's mission, to include fiscal law, and government procurement law and procurement

integrity. Most important, during my years in government I've learned and relearned the importance of conducting a careful and unbiased analysis of the facts and the law, acting with integrity and honesty, and proceeding with openness and inclusion. These are the foundations of "good government," and are also foundational to conducting effective oversight.

The NRO Office of Inspector General continues to enjoy a reputation for excellence in its oversight activities, all while undergoing a series of transitions, to include numerous changes in executive leadership. I recognize that, if confirmed, this committee will have high expectations for my performance and the performance of the office. I share those same expectations. If confirmed, I pledge to continue the office's legacy of excellence by providing principled and steadfast leadership, and strategic vision.

My experience at ODNI has made me acutely aware of the essential role of the NRO in the national security of this country and also aware of the growing risks to NRO's mission. It has also sensitized me to the need for strong oversight of NRO's processes and its mission execution. If confirmed, I will use my many years of experience to identify opportunities to reduce risks and to improve the efficiency and effectiveness of the NRO.

I also recognize and embrace Congress' need to exercise effective oversight of the NRO, along with the rest of the Intelligence Community. Congressional oversight is fundamental to the checks and balances established in our Constitution and the only way the

Intelligence Community can effectively operate in our open and democratic society. If confirmed, I will fully support the NRO IG's notification and reporting obligations and keep the NRO's oversight committees fully and currently informed.

I am under no illusion that fulfilling the responsibilities of this new position will be easy. If confirmed, I pledge to do my very best as I continue to serve my nation.

Thank you again for your consideration of my nomination.