

**OPEN HEARING: NOMINATIONS OF: VICE ADMIRAL  
JOSEPH MAGUIRE USN (RET.) TO BE DIRECTOR,  
NATIONAL COUNTERTERRORISM CENTER; AND  
ELLEN E. MCCARTHY TO BE ASSISTANT  
SECRETARY FOR INTELLIGENCE AND RESEARCH,  
DEPARTMENT OF STATE**

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**HEARING**  
BEFORE THE  
**SELECT COMMITTEE ON INTELLIGENCE**  
OF THE  
**UNITED STATES SENATE**  
ONE HUNDRED FIFTEENTH CONGRESS  
SECOND SESSION

WEDNESDAY, JULY 25, 2018

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**WEDNESDAY, JULY 25, 2018**

U.S. SENATE,  
SELECT COMMITTEE ON INTELLIGENCE,  
*Washington, DC.*

The Committee met, pursuant to notice, at 9:43 a.m., in Room SH-216, Hart Senate Office Building, Hon. Richard Burr (Chairman of the Committee) presiding.

Present: Senators Burr, Warner, Collins, Blunt, Lankford, Cotton, Cornyn, Feinstein, Wyden, King, and Harris.

**OPENING STATEMENT OF HON. RICHARD BURR, CHAIRMAN, A  
U.S. SENATOR FROM NORTH CAROLINA**

Chairman BURR. I'd like to call this hearing to order, and I'd like to welcome our witnesses today: Vice Admiral Joseph Maguire, President Trump's nominee for Director of the National Counterterrorism Center; and Ellen McCarthy, President Trump's nominee for Assistant Secretary for Intelligence and Research. Congratulations to both of you on your nominations, and I want to thank both of you for your years of honorable service to the United States.

I'd like to start by recognizing the family that you've brought with you today. Vice Admiral Maguire, I understand you have your wife Kathy, soon to do some intervention this afternoon at house shopping.

Admiral MAGUIRE. Yes, Chairman. Yes, Mr. Chairman.

Chairman BURR. As well as your daughter Catherine, your son Dan, and your daughter-in-law Jackie. Welcome to all of you.

Ms. McCarthy, I believe you have your husband, Gordon. He's been through similar of these before and we're thankful—he's here along with your children Liam—

Ms. MCCARTHY. And Eileen.

Chairman BURR [continuing]. And Eileen, and your mother-in-law Dawn Hannah. Welcome to all of you.

I want to thank you for the support of these nominees. I'm confident that they would not be here if it wasn't for your years of encouragement and, potentially more importantly, your patience.

Our goal in conducting this hearing is to enable the committee to consider Vice Admiral Maguire's and Ms. McCarthy's qualifications and to allow for thoughtful deliberation by our members.

The witnesses each have already provided substantive written responses to numerous questions presented by the committee and its members. Today, of course, members will be able to ask additional questions and hear directly from the nominees.

Vice Admiral Maguire graduated from Manhattan College and received his master's degree from the Naval Postgraduate School. He then served 36 years in the United States Navy as a Navy special warfare officer.

During that time, he commanded at every level, serving as the commanding officer of the Naval Special Warfare Center and SEAL Team 2, as well as with the Naval Special Warfare Command. From 2007–2010, Vice Admiral Maguire served as the deputy director for strategic and operational planning at NCTC.

Following his government service, he served as Vice President at Booz Allen, leading Booz Allen's efforts to support the special operations community.

The Vice Admiral currently serves as the President and CEO of the Special Operations Warrior Foundation. Thank you for that, Admiral.

Ms. McCarthy earned her undergraduate degree from the University of South Carolina and her master's degree in public policy from the University of Maryland. Earlier in her career, Ms. McCarthy served as an intelligence research specialist for the United States Atlantic Command, the chief of intelligence operations and policies for the United States Coast Guard, and then as director of human capital management in the Human Capital Management Office in the Office of the Undersecretary of Defense for Intelligence.

Ms. McCarthy served as the President of the Intelligence and National Security Alliance from 2008 until 2012, and then as the chief operating officer of the National Geospatial Intelligence Agency from 2012 to 2015.

Ms. McCarthy currently serves as the vice President for intelligence analytics at Noblis, an independent non-profit science and technology organization that serves Federal law enforcement and intelligence agency clients.

Vice Admiral Maguire, you've been asked to lead the NCTC at a time when we're facing threats from state and non-state actors alike, while we're engaged in a robust debate at home on the scope and scale of intelligence collection and what authorities are right, appropriate and lawful.

I trust that you'll speak truth to power as the Director of National Intelligence works through some incredibly complex and divisive issues.

Ms. McCarthy, it's important that the leader at the State Department's intelligence community component engage in ongoing and substantive work with the rest of the intelligence community. I trust that your leadership of I&R will only increase that collaboration and improve its contribution to the IC.

The committee will ask both to be responsive, transparent and timely in our interactions. These are absolutely necessary conditions for us to conduct effective and real-time oversight.

As I've mentioned to other nominees during their confirmation hearing, I can assure you that this committee will continue to faithfully follow its charter and conduct vigorous and real-time oversight over the intelligence community, its operations and its activities. We will ask difficult and probing questions of you and your staff, and we expect honest, complete, and timely responses.

I enjoyed meeting with both of you and discussing your qualifications and reasons for pursuing public service. I'm confident in your ability to lead NCTC and I&R, and I look forward to supporting your nominations and ensuring their consideration without delay.

I want to thank both of you again for being here, for your years of service to our country. And I look forward to your testimony.

I'll now recognize the Vice Chairman for any comments he might like to make.

**OPENING STATEMENT OF HON. MARK R. WARNER, VICE  
CHAIRMAN, A U.S. SENATOR FROM VIRGINIA**

Vice Chairman WARNER. Thank you, Mr. Chairman. I want to echo your comments and welcome our nominees.

Vice Admiral Maguire, it's good to see you. I enjoyed our visit. Ms. McCarthy, welcome as well. You've both been nominated to two of the most important positions in the intelligence community at obviously a critical juncture for our country. You both have long and impressive records of achievement, and I applaud your willingness to once again provide public service.

The NCTC is the IC's top organization for tracking and countering the continuing threat from terrorism. We know that we still have many men and women on the front line in the fight against terrorism, and it only takes one slip-up for awful things to happen.

As we discussed, Admiral, though, your job and your ability to do your job is going to be only as good as your ability to maintain a strong relationship with our allies and partners. Obviously, during this time period, when it appears at times our President is more interested in punching our adversary and allies—or punching our allies in the nose rather than our adversaries, I think building those relationships and keeping them strong is going to be terribly important.

Ms. McCarthy, the State Department's Bureau of Intelligence and Research is a small but critical component of the IC. One only has to think back to the intelligence assessments on Iraq's WMD to recall that it was I&R that urged a note of caution during that time. And truth was, I&R was right and most of the rest of the community was wrong. Again, it's going to be very important that you continue to provide that support for the men and women who serve in the State Department all around—all around the world.

One of the things about this committee I'm so proud of is that we do work in a common pattern, but one of the things that I'm going to look for from both of you is an ironclad commitment that the men and women who will be working for both of you will be empowered to continue to assess and analyze intelligence upon which our Nation depends, free from political interference.

We've talked about this in the past. It is more important than ever that the intelligence community feels they have the freedom to speak truth to power. Now, challenges may be if the power doesn't listen to the truth at this point, but our job is still to make sure truth to power regardless of other—regardless of any other considerations.

And that is, again, made more difficult when, unfortunately, this White House, if they're not punching our allies, occasionally seems to be undermining the integrity of our intelligence community, which I think is quite different.

I'm also concerned with some of the President's recent actions in terms of threatening to remove security clearances from former intelligence officials, what appears to be simply based upon their exercising their First Amendment rights. The truth is, again, the IC, which has always been valued with its independence, cannot give in to that kind of political pressure or manipulation. And I'm going to be, again, trying to get you both on the record to make sure that both of you and that the men and women who work for you will maintain that, maintain that independence.

Finally, I just want to note for the record that tomorrow, July 26, will be the sixth year in a row that I and all of my colleagues on this committee will honor the men and women who serve in silence in the agencies and components of the intelligence community. Tomorrow will mark 71 years since President Truman signed into law the National Security Act of 1947, which formed the basis for today's IC.

It's a small token, what we do tomorrow, in terms of a resolution from Congress recognizing that service. But since so many of these men and women who work for you will always have to serve in some degree of anonymousness, it is important that those of us in Congress put forward that message, recognizing the IC professionals for the enormous job they do each and every day to keep our Nation straight and secure.

Again, I want to thank both of you for your willingness to step forward. We look forward to this hearing and look forward to supporting your nominations as well.

Thank you, Mr. Chairman.

Chairman BURR. Thank you, Vice Chairman.

Vice Admiral and Ms. McCarthy, would you please stand and raise your right hand? Do you solemnly swear to give the committee the truth, the full truth, and nothing but the truth, so help you God?

Admiral MAGUIRE. I do.

Ms. MCCARTHY. I do.

Chairman BURR. Please be seated.

Before we move to your statements, I'll ask you to answer five standard questions the committee poses to each nominee who appears before us. They're just a simple yes or no answer for the record. Do both of you agree to appear before the committee here and in other venues when invited?

Admiral MAGUIRE. Yes, Mr. Chairman.

Ms. MCCARTHY. Yes, Chairman.

Chairman BURR. If confirmed, do you agree to send officials from your office to appear before the committee and designated staff when invited?

Admiral MAGUIRE. Yes, Chairman.

Ms. MCCARTHY. Yes, Mr. Chairman.

Chairman BURR. Do you agree to provide documents or any other materials requested by the committee in order for us to carry out our oversight and legislative responsibilities?

Admiral MAGUIRE. Yes, Mr. Chairman.

Ms. MCCARTHY. Yes, Mr. Chairman.

Chairman BURR. Will you both ensure that your office and your staff provide such materials to the committee when requested?

Admiral MAGUIRE. Yes, sir.

Ms. MCCARTHY. Yes, Mr. Chairman.

Chairman BURR. Do you agree to inform and fully brief, to the fullest extent possible, all members of the committee of the intelligence activities and covert actions, rather than only the Chair and Vice Chairman?

Admiral MAGUIRE. Yes, Mr. Chair.

Ms. MCCARTHY. Yes, Mr. Chairman.

Chairman BURR. I want to thank you very much for that.

We'll now proceed to your opening statements, after which I'll recognize members by seniority for up to five minutes of questions. Vice Admiral Maguire, I'll ask you to begin, followed by Ms. McCarthy. Vice Admiral, the floor is yours.

**TESTIMONY OF VICE ADMIRAL JOSEPH MAGUIRE USN (RET.),  
NOMINATED TO BE DIRECTOR, NATIONAL COUNTERTERRORISM CENTER**

Admiral MAGUIRE. Yes, sir.

Chairman Burr, Vice Chairman Warner, members of the committee: Thank you very much for this opportunity to appear before you this morning. I'd like to add my own special thanks and appreciation to the efforts of the committee staffers, as well as many officers at ODNI and NCTC. I have recently become very aware that there's a tremendous amount of work that goes into a confirmation hearing.

Mr. Chairman, I realize that all prior nominees to be the Director of the National Counterterrorism Center were well known to this committee when they appeared before here for their nomination, having served as either acting directors of NCTC or a time of their responsibility within the Federal Government. I'm honored to appear before this committee today to introduce myself and discuss my credentials.

But first, I'd like to once again, sir, take a moment to recognize my family: as you said, my son Dan and my daughter-in-law Jackie from Chicago; my daughter Catherine, who lives in Tampa. In addition to that, I'd also like to recognize one of my daughters from a military family, Kelly McRaven, who is here, the daughter of Admiral and Mrs. Bill McRaven. While I was in uniform, my children lived in Virginia, California, Massachusetts, Hawaii, and Florida, and some of those states at multiple times. They too have served and given much to our country.

Last, my wife Kathy. She's graduated to supported—excuse me. She's guided and supported me for 42 years. Kathy raised our children during my many and long deployments and dedicated her life to serving the men and women of our armed forces and families. For the three years that I was assigned to NCTC, Kathy met every single special operator who was severely wounded when they arrived at either Walter Reed or Bethesda Naval Hospital, sometimes in the middle of the night.

Then Secretary of Defense Robert Gates awarded Kathy the Department of Defense medal for distinguished public service for her support to hundreds of wounded service members and their families, and she did this throughout our career.

Although I was the one in uniform for 36 years, she served too. Mr. Chairman, I come from a community where service above self is expected and there is no greater honor than to be asked to lead. So, when offered the opportunity to return to government service as the Director of NCTC, there was no other answer than yes.

I'm honored by the trust and confidence of the President and the Director of National Intelligence in my ability to serve our Nation's counterterrorism enterprise. Few Americans have had the privilege that I have this morning. I want to thank you for considering my nomination to be the next Director of the National Counterterrorism Center and, if confirmed, pledge to be transparent, collaborative with this committee and members of Congress.

It was my distinct privilege to serve as the deputy director of strategic operational planning when NCTC was led by Director Scott Redd and Mike Leiter. From my experience working in the interagency and the eventual successes we had, I'm convinced that winning this counterterrorism fight can only be achieved through a coordinated and synchronized whole of government approach. I look to the example of my friend Admiral Bill McRaven, the joint special operations commander, JSOC commander, during the raid on Osama Bin Laden compound in Abbottabad. This highly sensitive operation was not only an intelligence community and Defense Department campaign, but in truth it was the result of a disciplined interagency process.

Looking back over the last 17 years since September 11, 2001, the United States, working with our partners and allies, has made tremendous progress in our ability to detect and disrupt multi-actor sophisticated terrorist attacks. We've built a robust counterterrorism apparatus that has significantly increased our ability to protect the homeland as well as share valuable information with our own government and our global partners. However, significant challenges still remain and the U.S. and our allies face an increasingly complex terrorism landscape that includes homegrown violent extremists, Sunni violent extremist groups such as ISIS and Al Qaida, and Shia violent extremists backed by Iran.

I think it's fair to say that we face more threats originating from more places and from more individuals than we have had in the last 17 years. Given this threat environment, I'm committed to ensuring that NCTC and the broader IC remain vigilant, innovative, and adaptive as our adversaries are persistent.

We've made great strides dismantling ISIS, Al Qaida, and other terrorist organizations. However, the past 17 years have shown us

that bullets and drone strikes alone are not sufficient to counter violent extremist organizations. To ultimately win this fight, we must address the causes and conditions that inspire men and women to join terrorist organizations and radicalize to violence.

Mr. Chairman, I will bring all my energy and a sense of urgency to this position, leadership experience in both government and industry, a reputation for speaking truth to power, trust, confidence and personal relationships with many of our current national security leaders, and the ability to build a strong relationship.

I will pursue a number of important priorities if confirmed as the Director of the National Counterterrorism Center and I've outlined these priorities in my written statement for the record, and I look forward to discussing these issues with the committee in greater length in the future.

Chairman Burr, Vice Chairman Warner, members of this committee, thank you very much for this opportunity. I look forward to your questions.

[The prepared statement of Admiral Maguire follows:]



**Statement for the Record  
Retired Vice Adm. Joseph Maguire  
Nominee for Director, National Counterterrorism Center (NCTC)  
Senate Select Committee on Intelligence  
July 25, 2018**

Chairman Burr, Vice Chairman Warner, and members of the committee—thank you very much for the opportunity to appear before you today. I would like to add my special thanks and appreciation for the efforts of the Committee staff, as well as many officers at ODNI and NCTC, as I have recently become aware there is a tremendous amount of preparation that goes into a confirmation hearing.

Mr. Chairman, I realize that all prior nominees to be Director of the National Counterterrorism Center were well known to this committee, having served as either acting directors of NCTC at the time of their nomination or in positions of great responsibility within the federal government. I am honored to appear before this committee today to introduce myself and discuss my credentials.

I spent over three decades serving our nation. I had to look no further than my own family to learn the value and honor of public service. My father was a combat infantryman in World War II and went on to serve in the Army Reserve following the war, retiring as a colonel after 30 years of service. He was also a career civil servant, employed as the chief budget examiner for New York City. Both my brothers served in the Navy, and my brother Ben was a career naval officer. When I took off my uniform in 2010, it was the first time in 70 years that a member of my immediate family was not wearing the cloth of our nation.

My grandfather, godfather, and cousins were New York City policemen. My mother graduated from Hunter College in the 1930s and dedicated her life to teaching in New York City public schools. My family is an example of public service and inspiration.

I would like to take a moment to introduce members of my family with me today. My son, Dan, and his wife Jackie from Chicago, and my daughter Catherine who lives in Tampa. Her husband, Sean could not be with us this morning but he is here in spirit. While I was in uniform, my children lived in Virginia, California, Massachusetts, Hawaii, and Florida. They too have served and have given much to support my career.

Lastly, my wife Kathy. A few weeks after our wedding, we drove across country to Coronado, California where I began SEAL Basic Training. She has guided, supported, and strengthened me for 42 years. Kathy raised our children during my many and long deployments, and dedicated her life to serving the men and women of our armed forces and their families. I lost many men when I was Commander of Naval Special Warfare, 11 in a single day. Kathy comforted and consoled the widows, children, mothers, and fathers of our fallen. She was a volunteer member of the United States Special Operations Care Coalition, an office established in USSOCOM dedicated to serving our severely wounded servicemembers and their families. For three years, while I was

assigned to NCTC, Kathy met every wounded special operator as they arrived at Walter Reed or Bethesda Naval Hospital, sometimes in the middle of the night.

Then Secretary of Defense Robert Gates awarded Kathy the Department of Defense Medal for Distinguished Public Service for her support to hundreds of wounded service members and their families. The Special Operations Community presented her with their Patriot Award for her service. My former SEAL teammates send her text messages on Mother's Day. I guess the best thing can say about my wife is that I have never met anyone like her.

My family's love and support means everything to me, and I am very glad they are with me today.

I come from a community where service above self is expected and that there is no greater honor than to lead. So, when offered the opportunity to return to public service as director of NCTC—there was no other answer than yes.

I am honored by the President's and the Director of National Intelligence's trust and confidence in my ability to serve our nation's counterterrorism (CT) enterprise. I am also equally honored to appear before this Committee. Few Americans have had the privilege I have this morning. I want to thank all of you for considering my nomination to be the next NCTC director and, if confirmed, pledge to be transparent and collaborative with this Committee and Congress.

It was my distinct privilege to serve as Deputy Director for Strategic Operational Planning when NCTC was led by Director Scott Redd and then by Director Mike Leiter. NCTC was still in its formative years when I arrived in 2007 and given the mission to integrate the national CT effort through effective planning and strategy development. It was a challenge at first to overcome bureaucratic turf battles, resolve disagreements, and effectively formulate strategic operational planning. Statutes give you authority, but trust and partnerships produce results. And leadership is all about results.

From my experience working in the interagency and the eventual successes we had while I was at NCTC, I am convinced that winning this counterterrorism fight can only be achieved through a coordinated and synchronized whole-of-government approach. I look to the example of my friend, Admiral Bill McRaven, the Joint Special Operations Command – or JSOC – Commander during the raid on Usama Bin Ladin's compound in Abbottabad. This highly-sensitive operation was not only an intelligence community and defense department campaign, but the result of a disciplined, inter-agency process.

Looking back over the last 17 years since September 11, 2001, the United States—working with our partners and allies—has made tremendous progress in our ability to detect and disrupt multi-actor, sophisticated terrorist attacks. We have built a robust counterterrorism apparatus that has significantly increased our ability to protect the Homeland as well as share valuable information within our own government and with our global partners. However, significant challenges remain and the U.S. and its allies face an increasingly complex terrorist landscape that includes homegrown violent extremists, Sunni violent extremist groups such as ISIS and al-Qa'ida, and Shia violent extremists backed by Iran.

Having been out of government for a while, I don't have the insight that access to classified information would provide. I do, however, stay informed through open source reporting and my personal relationships within the special operations and intelligence communities. As this committee is well aware, the U.S.-led coalition's aggressive counterterrorism actions against ISIS have resulted in the group losing nearly all of the territory it once controlled in both Iraq and Syria. Despite these setbacks, ISIS's ability to launch an insurgency in Syria and Iraq and maintain a global network has not yet been sufficiently diminished, and the consistent tempo of ISIS-directed and ISIS-inspired terrorist activity is a reminder of the group's continued global reach.

Beyond ISIS, al-Qa'ida's global network retains the intent to carry out attacks against the U.S. and other allied interests, with varying degrees of capability due to sustained CT pressure. In addition to the threat emanating from Sunni terrorist groups, Iran remains the foremost state sponsor of terrorism, providing financial aid, advanced weapons and tactics, and direction to militant and terrorist groups across the Middle East, all while it cultivates its own network of operatives across the globe as part of its international attack infrastructure.

In the U.S., the most immediate threat is from homegrown violent extremists, especially as extremist propaganda encourages simple tactics with readily available weapons that do not require specialized training and present fewer opportunities for law enforcement detection. Homegrown violent extremists are also geographically dispersed across the U.S., with no distinctive hotspots of radicalization, underscoring the importance of NCTC and its partners sharing information and collaborating with stakeholders across the country at federal, state, local, territorial, and tribal levels, as well as the private sector.

Given this threat environment, I am committed to ensuring NCTC and the broader IC remain as vigilant, innovative, and adaptive as our adversaries are persistent. We have made great strides dismantling ISIS, al-Qa'ida, and other terrorist organizations—however, the past 17 years have shown us that bullets and drone strikes alone are not sufficient to counter violent extremist organizations in Iraq, Syria, and other safe havens. To ultimately win this fight, we must address the causes and conditions that inspire men and women to join terrorist organizations and radicalize to violence. To do this, we must increase our efforts to prevent violent extremist ideology from taking root.

I would bring to this position leadership experience in both government and industry; a reputation of speaking truth to power; trust, confidence, and personal relationships with many of our current national security leaders; and, the ability to build strong partnerships. If confirmed by the Senate, I would ensure that NCTC provides greater security for our nation, and does so while protecting fundamental American values.

I would like to briefly provide a few priorities if confirmed as NCTC director. First, I will work to develop and retain the dedicated men and women of NCTC, who continue to drive the Center's mission and organization. Their insights and actions contribute to the effective discovery and disruption of terrorists who aim to do us harm. I will concentrate on the training,

well-being, and professional development of the current workforce and ensure that we attract the next generation of CT analysts to tackle our nation's future CT challenges.

Second, as a military commander, I relied heavily on intelligence analysis to support my operational decisions and strategic planning. I believe NCTC's threat analysis role is key to our government's ability to mitigate terrorist threats and protect Americans at home and abroad. I firmly resolve to uphold NCTC's analytic integrity and objectivity, and will ensure the Center's unique ability to fuse intelligence collected both inside and outside the U.S. continues to be a powerful capability against the terrorism threat.

Third, a shared understanding of the terrorism threat and maintaining situational awareness across the U.S. government are key to an effective, coordinated, and unified response to terrorism. I will ensure that NCTC continues to provide a vital one-stop shop for U.S. government policymakers and operators, staffed by experts from nearly 20 departments and agencies.

Fourth, figuring out who the bad guys are, who they are connected with, and tracking their movements—it's the most tactically important thing we do in the CT world. From my time at NCTC, I vividly recall the tireless efforts of my colleagues to maintain the U.S. government's central and shared knowledge bank of known and suspected terrorists. I am committed to continually reviewing and refining the Center's capabilities in this area, as the rapid evolution of technology and proliferation of information has made tracking terrorists even more difficult.

Fifth, NCTC's role in integrating all instruments of national power against terrorism is essential because, in my experience as a military officer, one instrument of national power alone is often not sufficient to overcome the toughest challenges we face as a country. I will ensure we refine strategic plans for the CT community and synchronize our efforts to defeat violent extremist organizations that threaten our homeland and our nation's interests.

Finally, in the face of competing national security priorities, it is vital that the CT community maintains a steady pulse on the terrorism threat. As the national intelligence manager for CT, I will lead an integrated and collaborative CT enterprise that values the important contributions of its partners—both foreign and domestic. I will ensure we are maximizing our resources to protect the American people and are positioned to collect and assess intelligence against the highest priority terrorism threats.

In conclusion, as a boy, I watched the twin towers go up and, as a special operator, saw them come down. I have lost friends in this fight, and need no reminder of the threat we face every day. If confirmed, I will bring all my energy and a sense of urgency to the position and carry out my duties as Director of the National Counterterrorism Center to the best of my ability.

Chairman Burr, Vice Chairman Warner, and members of the Committee, thank you for this opportunity. I look forward to answering your questions.

Chairman BURR. Vice Admiral, thank you.  
Ms. McCarthy, the floor is yours.

**STATEMENT OF ELLEN E. McCARTHY, NOMINATED TO BE ASSISTANT SECRETARY FOR INTELLIGENCE AND RESEARCH, DEPARTMENT OF STATE**

Ms. MCCARTHY. Thank you. Chairman Burr, Ranking Member Warner, members of the committee: I am truly honored to appear before you today. I am so pleased to be joined by my family, my husband of over 22 years, Gordon Hannah, who's always been my biggest supporter and my best friend. We are we're joined by our remarkable children Liam and Eileen Hannah, of whom I'm immensely proud. They inspire me to be a better person, a better citizen, and a better servant.

But I also have to recognize my mother-in-law, my cousins, my coworkers, everybody who's standing behind me today. I thank you all for your continued support. I don't think I would be here without any one of you. Thank you.

I also want to recognize my esteemed colleague Admiral Joe Maguire, the nominee for Director of the National Counterterrorism Center, a true patriot who had an incredibly distinguished career in the naval special warfare community and continues to serve today as the President and CEO of the Special Operations Foundation. Joe, I'm thrilled to spend this moment in time with you today.

Admiral MAGUIRE. Thank you.

Ms. MCCARTHY. I also want to thank President Trump and Secretary Pompeo for their confidence and trust and for providing me the opportunity to again serve our country. If confirmed, I would be most proud to lead the women and the men of the Bureau of Intelligence and Research and to work with the agencies in the U.S. intelligence community in support of the mission of the State Department.

Over the last few weeks, I've been asked by many why would I want to return to government. The answer is quite simple. I'm motivated by service and working hard and I'm passionate about the intelligence community and its role in securing this great Nation. I also believe that, if confirmed, my broad intelligence community experience and deep expertise in the business of intelligence can help the Bureau of Intelligence and Research grow its impact on the mission of the State Department.

The call to serve and work ethic is embedded in my DNA. My father, a former tax attorney and college professor, worked literally until the day he died. He was a brilliant lawyer whose motivation was not salary, but helping people with their tax problems or teaching—teaching and mentoring young people interested in pursuing degrees and careers in accounting and taxation.

My mother to this day is always looking to the future and identifying things she can do to help, whether it's volunteering at the polls or serving in her local nursing home. Their experience inspired me to start working at the age of 13 and my first jobs included delivering newspapers, waiting tables and tending bars. Self-actualization for me was doing a great job and making others happy.

My passion for the intelligence community was almost immediate. I started as a Soviet submarine analyst during the Cold War and learned very quickly about the value of good intelligence. I'll never forget the feedback I received from a mission commander when he indicated that the mission was a success, in large part because of the support I had provided. That moment was absolutely cathartic and it was the moment I was hooked. Even today, I want to be part of a community that informs policymakers, supports diplomats, war fighters and law enforcement professionals, and helps them do their jobs better.

If confirmed, I will bring with me the same desire, plus more than 30 years of service across the IC and the private sector. When I started in government the late 1980s, people were hired by one organization and there they pretty much stayed. My career followed a different path, one that has provided me a broad understanding of the IC as well as deep expertise in the business of intelligence, which includes requirements, budget, vision, strategy.

I've spent a career taking organizations to a new level. In order, Senators, to stay within my time limit, I am going to refer you to my statement for the record, which provides a snapshot of my accomplishments. But I hope in your review you'll see that I left every organization better than when I started, or at least I certainly tried.

So I'm absolutely thrilled at the prospect of returning to government in support of Secretary Pompeo and the State Department and will leverage my broad experience inside and outside government and the critical relations I have developed throughout my career.

I will place a special focus on growing I&R's impact on the State Department mission. The Bureau of Intelligence and Research has a long and very proud history in providing in-depth all-source analysis, intelligence policy and coordination, and analytic outreach that have guided our Nation's foreign policy. With its unique mix of Foreign Service and civil service professionals, it really plays an outsized role in the intelligence community.

If confirmed, I will work hard to ensure that I&R continues to recruit and train the highest quality and diverse staff. It would be my first priority to provide them with the tools and resources they need to continue to provide value to the Secretary and Department policy makers.

Equally important, I will vigorously defend the integrity of the analytic process to ensure independence and unbiased analysis—the I&R brand. I will be vigilant that intelligence and sensitive intelligence-related law enforcement activities are consistent with and support our foreign policy and national security objectives.

Finally, I will leverage my experience in the intelligence community, both inside and outside of government, to enhance I&R's and the IC's analytic outreach efforts with a focus on building I&R's well-established expertise in foreign policy and intelligence issues.

So Mr. Chairman, Vice Chairman, if confirmed I'll bring extensive experience across the IC and the private sector, a passion to serve, and relevant skills to the position of Assistant Secretary for Intelligence and Research. I'll work tirelessly to ensure that the I&R continues to provide the President, the Secretary of State, and

other senior policymakers with timely and independent intelligence analysis and that our intelligence analysis activities support our foreign policy and national security objectives.

With that, thank you for your consideration and I'm happy to answer any questions you may have.

[The prepared statement of Ms. McCarthy follows:]

**Statement of Ellen E. McCarthy  
Nominee to be Assistant Secretary of State Intelligence and Research  
Submitted to Senate Select Committee Intelligence  
July 25, 2018**

Chairman Burr, Ranking Member Warner, members of the Committee, I am honored to appear before you today.

I am pleased to be joined by members of my family; my husband for over 22 years Gordon Hannah, who has always been my biggest supporter and best friend. We are joined by our remarkable children, Liam and Eileen Hannah, of whom I am immensely proud. They inspire me to be a better person, a better citizen and a better servant.

I also want to recognize my esteemed colleague, Admiral Joe Maguire, the nominee for Director National Counterterrorism Center, a true patriot who had an incredibly distinguished career in the naval special warfare community and continues to serve today as the President and CEO of the Special Operations Foundation. Joe, I am thrilled to spend this moment with you.

I want to thank President Trump and Secretary Pompeo for their confidence and trust and for providing me the opportunity to again serve our country. If confirmed, I would be most proud to lead the women and men of the Bureau of Intelligence and Research and to work with the agencies in the U.S. intelligence community in support of the mission of the Department of State.

Over the last few weeks I have been asked about why I would want to return to government? The answer is simple. I am motivated by service and working hard, and I am passionate about the intelligence community and its role in securing this great nation. I also believe that if confirmed my broad Intelligence Community experience and deep expertise in the business of intelligence can help the Bureau of Intelligence and Research grow its impact on the mission of the State Department.

The call to serve and work ethic is embedded in my DNA. My father, a former tax attorney and college professor, worked until the day he died. He was a brilliant lawyer, whose motivation was not salary, but helping people with their tax problems, or teaching and mentoring young people interested in pursuing degrees in accounting and taxation. My mother, to this day is always looking to the future and identifying things she can do to help – whether it is volunteering at the polls, serving in nursing homes, leading her local communities' beautification efforts. Their experience inspired me to start working at age 13 and my first jobs included delivering newspapers, waiting tables, and tending bars. Self-actualization for me was doing a great job and making others happy.

My passion for the Intelligence Community was almost immediate. I started as a Soviet submarine analyst during the Cold War, and learned very quickly about the value of good intelligence. I will never forget the feedback I received from a mission commander when he indicated that the mission was a success because of the support I had provided. It was absolutely cathartic, and from that moment on I was hooked. Even today, I want to be a part of a

community that informs policy makers, supports diplomats, warfighters, and law enforcement professionals to do their jobs better. The better the IC is at its job, the better my family, I and our country can sleep at night knowing that our country is secure.

If confirmed, I will bring with me this same desire to serve, plus more than thirty years of service across the IC and the private sector. When I started in government in the late 1980s, people were hired by one organization and there they stayed. My career followed a different path, one that has provided me a broad understanding of the intelligence mission as well as deep expertise in the business of intelligence to include people, requirements, budget, vision and strategy. I have spent a career taking organizations to a new level.

My career started in the Navy as an all source analyst, first at the Office of Naval Intelligence and later as the Deputy Director for Analysis at the Atlantic Intelligence Command. My very satisfying career in analysis took a turn when the United States Coast Guard recruited me to help build their intelligence collection capabilities and ultimately take the lead in a campaign to gain and later implement Coast Guard membership in the IC. Following this successful campaign, I was asked to help stand up the Office of the Under Secretary of Defense for Intelligence. There, I took the lead in two important areas: advising the Under Secretary on implementation of the Intelligence Reform and Terrorism Prevention Act of 2004 and its impact on the defense intelligence components; and development and implementation of the Defense Intelligence Civilian Personnel System -- a system still in place today to manage the performance of the civilian workforce.

After government, I had the honor of serving as President of the Intelligence and National Security Alliance (INSA), the IC's think tank and a forum for collaboration among the public, private and academic sectors. INSA brings together experts in and out of government to identify, develop and promote practical and creative solutions to national security problems such as acquisition reform, personnel security, insider threat, and cyber security. This was one of my proudest achievements, not because it was fiscally stronger when I left than when I started, but because I worked with incredible colleagues across the private sector and academia who play a critical role in the IC's success. From INSA, I returned to government to assist the Director of the National Geospatial Intelligence Agency in leading the agency's operations with a special focus on realigning budget, requirements, and people to implement the Director's vision.

Most recently, I am the Vice President for Intelligence and Analytics at Noblis, a nonprofit organization that provides scientific and technical solutions to the national security sectors toughest problems, and first serving as the President of a subsidiary organization. Not only is our business thriving, but I have expanded my understanding of the tools and capabilities that analysts need to succeed and be secure in a digital environment.

Ultimately, throughout my career my overarching drive has been the people. Whether the people to whom I delivered newspapers on my route as a teenager, the policy makers in government who I briefed on current intelligence, or the future leaders of the IC who I have mentored over the years. My inspiration comes from the professional and talented workforce of this dedicated intelligence community.

I am thrilled at the prospect of returning to government in support of Secretary Pompeo and the State Department and will leverage my broad experience inside and outside government, and the critical relationships I have developed through my career. I will place a special focus on growing INR's impact on the State Department mission. The Bureau of Intelligence and Research has a long and very proud history in providing in-depth all-source analysis, intelligence policy and coordination and analytic outreach that has guided our nation's foreign policy. With its unique mix of Foreign Service and Civil Service professionals, it plays an out-sized role in the Intelligence Community.

If confirmed, I will work hard to ensure that INR continues to recruit and train the highest quality and diverse staff and make it my first priority to provide them with the tools and resources they need to continue to provide value to the Secretary and Department policymakers. Equally important, I will vigorously defend the integrity of the analytical process to ensure independence and unbiased analysis, the INR brand. I will be vigilant in that intelligence and sensitive intelligence-related law enforcement activities are consistent with, and support, our foreign policy and national security objectives. Finally, I will leverage my experience in the intelligence community – both inside and outside of government – to enhance INR's IC analytic outreach efforts, with a focus on building upon INR's well established expertise in foreign policy and intelligence issues.

Mr. Chairman, Vice Chairman Warner, if confirmed, I will bring extensive experience across the IC and the private sector, a passion to serve, and relevant skills to the position of Assistant Secretary for Intelligence and Research. I will work tirelessly to ensure that INR continues to provide the President, the Secretary of State and other senior policy makers with timely, independent intelligence analysis and that our intelligence activities support our foreign policy and national security objectives. Thank you for your consideration. I am happy to answer any questions you may have.

Chairman BURR. Ms. McCarthy, thank you. I didn't think that you could get a higher level of commitment from me because it was already high when you came in, but the bartender thing really got to me.

[Laughter.]

I want to thank both of you for being here, for pursuing this request by the Administration to serve your country in one more capacity. At this time, I'd like to recognize the Vice Chairman for questions.

Vice Chairman WARNER. Well, thank you, Mr. Chairman. And I want to also echo. You both bring remarkable talent, remarkable background and skills, but I do feel it's necessary—and Ms. McCarthy, you've already alluded to this, but we live in challenging and unusual times, and I need you both to state again clearly for the record that, should you be confirmed, that you'll make sure that the men and women who work for you and for that matter you in these leadership roles, will make sure that the opinions you render will be independent, will not be politically influenced, will not be guided by a White House who wants one answer versus what your analysts may come up with.

Obviously, you both had records in this field, but I'd like you to both address that, that willingness again to speak truth to power. Admiral first.

Admiral MAGUIRE. Well, Vice Chairman Warner, you know, to me, if confirmed as the Director of the National Counterterrorism Center—and, you know, for my 36 years in uniform, I've always believed it's loyalty up and loyalty down. So although clearly the Director of the National Counterterrorism Center is a political appointee nominated by the President, I don't think that there's anything political about the position.

In addition to that, as a leader of the workforce, if the analysis indicates that it is what it is, I think that to do otherwise and color and shape the information to please other folks would be a disservice to them and to the Nation.

So I absolutely assure you that if the analysis from my workforce indicates that there is something that needs to be said, no matter what it is, I promise to tell the truth and to be able to represent the information and the hard analysis from the intelligence community professionals as accurately and as forthcoming as I possibly can, and I am more than willing to speak truth to power.

Vice Chairman WARNER. Thank you.

Ms. McCarthy.

Ms. MCCARTHY. Senator, I make this promise to always provide truth to power and so will my workforce. I will tell you that I have a long career of working across the government for folks from many parties who've taken on many positions, and I'm proud to say that I've always given them the truth.

Just a short story. I started my career in naval intelligence and I will never forget my first briefing to a Navy captain, who wanted something that I wasn't going to be able to provide him. And I'll tell you, that moment sort of sealed in me the importance of providing truth to this captain, who might as well have been the Pope. But I gave him my best analysis, I had the support of my leader-

ship, and from that moment on that's all I've ever provided. That's all we will continue to provide.

Vice Chairman WARNER. Well, I have confidence in both of you in that, but I did—in these very strange times, it's important to get that on the record.

Admiral, in your previous roles both at NCTC and as head of Navy SEALs and Naval Special Ops—I think we talked about this a little bit in our visit—you understand the importance of strong alliances. Obviously in NCTC, you have a remarkable—your operation will have remarkable capabilities. But again, if we're going to keep America safe you're going to have to rely upon tips and information as well from allies and partners around the world.

Again, in normal times I wouldn't have to ask this question, but can you speak to that need of maintaining those alliances, those relationships, and how in light of the fact that at the political level there may be some challenges, where we seem to have a White House that sometimes treats our allies as adversaries and adversaries as friends, but can you speak to the importance of those special relationships in terms of this new task you'll have as permanent Director of NCTC?

Admiral MAGUIRE. Yes, Vice Chairman Warner. You know, being a military guy and having some experience, I've always felt that you can't have too many friends on the battlefield. And right now with the counterterrorism battlefield, we really need to have all of our partners and allies.

I think that for our NATO allies that we have a long established relationship with, counterterrorism and terrorism is not new to the Europeans. We've really only become very, very sensitive to this after 9/11. But I remember in the 1970s and the 1980s with the Red Army Faction and Baader-Meinhof and all of the terrorism events that they had there, they've got tremendous experience in this field, but also information.

I think the key to success in this battle is intelligence and information, and we must maintain the bridges and the relationships both ways, to be able to receive and to be able to provide; and I think that it is key and essential and I intend to—as I said, I have really a reputation for being able to build relationships, but I feel that I really don't need to do that. My colleagues at NCTC and in the intelligence community right now have very deep and very broad relationships with our partners, with our allies. And I intend to capitalize that and continue to do that, but also recognize that we really can't do this alone without them, and to not rely on our partners would be a mistake.

Vice Chairman WARNER. Let me drill down on more of a technical question. You used to be head of the NCTC's Directorate of Special Operations Planning. Will you commit to—we get kind of into jurisdictional challenges here, but we really need, this committee needs, those DSOP documents to perform our oversight functions, particularly since this is mostly funded out of the NIP.

Will you commit to work with us in making sure that this committee has access to those documents on a going-forward basis?

Admiral MAGUIRE. Yes, Senator. As you know from the Intelligence Reform and Terrorism Prevention Act, the Director of Strategic Operational Planning is tasked by the President and works

for the President and the Executive Office of the President. I am acutely aware and will do everything in my power to make sure that this committee provides oversight, and I will ensure that I will provide all the information necessary to this committee.

Vice Chairman WARNER. Well, again, Mr. Chairman, I want to thank you, and I want to thank both the witnesses for their long-term service to our country and keeping Americans safe. You're going to take on very important jobs at a very important time. Thank you.

Admiral MAGUIRE. Thank you, Vice Chairman.

Chairman BURR. Senator Blunt.

Senator BLUNT. Thank you, Chairman.

Great to have both of you here for these two really critically important jobs. Admiral Maguire, when we were by the office the other day, we talked a little bit about the importance of using automation to modernize the way the NCTC narrows down the information that analysts should be looking at. What do you see as the future of that and what kind of particular thing would you want this committee, as it supports you in that effort, to understand why that matters that the automation effort, some level of artificial intelligence—

Admiral MAGUIRE. Yes, Senator Blunt.

Senator BLUNT [continuing]. Could be a step up?

Admiral MAGUIRE. The main thing that I've heard from the workforce in my time engaging with those professionals in NCTC is the challenge with the volume of information that we have. As you know, NCTC is involved in watch-listing in the Terrorist Identity Data Environment, where there are literally millions of parts of information in there. And in order to query it, sometimes it takes longer than it needs to be.

In addition to that, most of the information in that databank right now is biographical in nature, and as we move more to biometric information, we will need additional resources to be able to go and insert the biometric information, because the biographical information can be spoofed. You could have a false name, a false passport, a false identity. But it's tough to spoof the biometrics.

So as we go into the 21st century systems, we need to make sure that we have things that are readily available that the analyst can query and receive in a very, very timely manner, because sometimes time is of the essence. Right now, I think that the systems we have are good, but as we look to the future and shifting to biometrics, I think that we're also going to need some support and resources for the computers that we need to do that.

But mostly I feel it's critically important to let the computers compute, and right now there's an awful lot of human intervention, and when you have human intervention there's also an opportunity for human error.

Senator BLUNT. So the more the computers compute, the more the analysts can analyze?

Admiral MAGUIRE. Well, yes, sir, the more they can analyze. And also, we might be able to achieve some efficiencies in manpower if we could allow the processing to do that for us.

Senator BLUNT. So, Ms. McCarthy, Senator Warner and I represent the two big installations for National Geospatial. We got a

chance to see your work there as the chief operating officer. So at least for me, I've had more of an opportunity to look at what you do on a day-to-day—or what you're capable of on a day-to-day basis. Certainly the job you're taking is sort of an intersection of diplomacy and intelligence.

As we look at what China is doing, the aggressive efforts in China, particularly the aggressive technical efforts, do you want to comment on whether that in your opinion is in line with a state just trying to advance itself economically? Or does that indicate a more aggressive strategy on the part of China in the neighborhood they live in and in the world?

Ms. MCCARTHY. Senator, thank you for your question. I will tell you, consistent with the rest of the intelligence community right now, I believe China is one of our biggest focus areas. It certainly should be in terms of the threat now and the threat looking into the future. So I know, should I be confirmed for this position at I&R, that we will absolutely look at investing the resources that are necessary to continue to address this issue from a foreign policy perspective.

I'll tell you, given my experience at NGA, I&R also has a role in geography and mapping and working in the development of foreign policy. They have an office of the geographer and that is a part of I&R. And so I'm actually very excited to be able to work with those folks and to understand more of their support to the policy area, specifically as it relates to China, and to work my connections with the National Geospatial Intelligence Agency.

Senator BLUNT. Great. Thank you.

Thank you, Mr. Chairman.

Chairman BURR. Senator Feinstein.

Senator FEINSTEIN. Thanks very much, Mr. Chairman.

Mr. Maguire, I enjoyed my time with you in the office. And I've been thinking about it and I just want you to know what I treasure about the agency, because I read its intelligence. I appreciate the forward-leaning nature of some of it and the fact that over the years—it's not necessary that all intelligence agencies agree, and that I got a somewhat very positive and good perspective from the intelligence overall.

I don't want to see that blunted. I appreciate the independence of the agency from other agencies. You're a Navy SEAL. I assume you're strong and independent, and I hope this will become and be a strong and independent agency. Would you comment, please?

Admiral MAGUIRE. Yes, Senator. To me, I think the Senate did a wonderful job with the Intelligence Reform and Terrorism Prevention Act in giving the authorities to the center. But I look at the Director of the National Counterterrorism Center really as the honest broker. And as you said, I think that there will be times when there might be differences with the Intelligence Committee—I mean community—on opinion.

I think that if that's the case, I mean, NCTC's job is to analyze all intelligence and then make the best recommendation. But if you get to a point where you've got two members of the IC, perhaps with various viewpoints, I think both of those need to be presented. NCTC exists because prior to 9/11, as you know, the FBI and the CIA did their own intelligence and, you know, the White House

had to sort it out. NCTC's job is to receive all the intelligence and to sort it out.

So I will do my utmost to do that. And when it comes to leadership, ma'am, you can count on my leadership at the center to do the best I can to make sure that differences are resolved and we have a coordinated staffed effort and present it to both the Executive Branch and to the Legislative Branch.

Senator FEINSTEIN. Well, let me thank you for that. I meant to ask it in the office and really didn't. But you're on the record. This is very important to me.

Admiral MAGUIRE. Yes—yes, Senator.

Senator FEINSTEIN. Because I really prize your products, and I want you to know that. And if they're slightly different, for me that's important; and it gives, I think, the oversight body an opportunity to look more deeply into something. So I hope you'll continue that independent tradition and I suspect you will.

Admiral MAGUIRE. Yes, Senator.

Senator FEINSTEIN. Thank you.

Admiral MAGUIRE. You're welcome.

Senator FEINSTEIN. Thanks, Mr. Chairman.

Chairman BURR. Senator Lankford.

Senator LANKFORD. Mr. Chairman, thank you.

To both of you, thank you for stepping back up again. It is a difficult decision because you know what you're walking into in many ways because you've both served in the government before. And especially going through the nomination process, where they ask you to get everything in the world you've ever done, said, thought or been and to form a list of that. To be able to put that on the public record is no simple thing to be able to do. And I appreciate you doing the work on that.

Mr. Maguire, let me start with you. I want to ask you specific questions. We've worked before with Nick Rasmussen, who was always very open with us and was very engaged with us when we asked questions and gave us great detail. When he was leaving, he made a comment about that he was concerned about analytical lanes in the road for NCTC and trying to be able to make sure that we have clear lanes in the road and everyone kind of knows their job and only does theirs, but also we're careful where we have overlap to be able to solve those problems.

Help me understand where you're picking this up and running with the ball at that point, trying to deal with the analytical lanes in the road?

Admiral MAGUIRE. Well, Senator Lankford, I think that what we need to do is take a good look at redundancies. Resources are very, very precious and if we have overlap and dual, then that needs to be addressed. I think that lanes of the road are critically important, but also different members of the intelligence community bring a different culture to their assessment as well. So at the National Counterterrorism Center, as you know, we receive, we analyze and integrate all intelligence possessed.

So as far as the lanes of the road, I see two things. One, as we go forward, realizing that there are other priorities right now that are being raised and the counterterrorism community and the structure might perhaps be put on the back burner right now. So

I think that what we need to do is make sure that we reduce redundancies, maximize resources, and stay in the lane of the road.

But if there is double-tap, I think it's also not a bad thing to have a co-author opinion presented to the committee.

Senator LANKFORD. By the way, which I'd agree, the redundancy is helpful to be able to get it, but every time we do redundancy that also means we're not paying for something else that needs to be done.

Admiral MAGUIRE. Yes, Senator.

Senator LANKFORD. So the balance that this committee will have as we walk through the process and the insight that we'll need from you is: We have redundancy in this area; we could use those resources in another area more efficiently. You're going to see those more than we will. And the polite thing to say is we just have a different culture and we're going to bring a different perspective to it and it's helpful to have multiple perspectives when you're making policy decisions, and I agree.

The difficult thing to do is to say we have redundancy here, we need the resources in another place, we're underfunded in this area and we could use the help there.

Admiral MAGUIRE. Yes, Senator. I have the benefit of being the resource director of strategic assessments for United States Special Operations Command from 2001 to 2004. So I realize how to identify requirements and make sure that we have the appropriate resources against that.

If confirmed by the Senate, what I intend to do is get smart, realize—to take a good look, what are the highest priorities that we have within the National Counterterrorism Center and the IC, aligning the manpower and the resources to that, and taking a look at where we can take risk. And if there is redundancy, obviously I agree with you, we can't afford to have redundancy. And then we need to make a decision.

Senator LANKFORD. The size of the directorates that are there in your responsibility, are you concerned about the size of any one of them? Do you think that there's one that needs to be larger or smaller when you're going into this?

Admiral MAGUIRE. Well, Senator, I think that—I know that there might have been some criticism on how did the National Counterterrorism Center get to be the size it is, and I've discussed that with the acting director and the other folks in the center. My response to that is that the size of the force, the size of the workforce, is appropriate because of the tasks that we've had.

When I was there in 2009, we had about 700 people at the National Counterterrorism Center, but we all remember in December of 2009 when we had the Underwear Bomber that tried to blow up the aircraft over Detroit. As a result of that, then we stood up the Pursuit Group, which is about 100 people. In addition to that, we've also had additional requirements for watch listing and Terrorist Identity Data Environment.

And with that requirement, we had to place the additional resources. So to me, I think it's appropriate. But once again, Senator, if confirmed, I'll get in there, I'll get smart, I'll take a good hard look. And then if I have to make some tough decisions, I understand that I will.

Senator LANKFORD. We want to help you with that through the process. Again, we need NCTC to do a great job for the benefit of the entire country. We need that—we need that wisdom and insight that's there.

We need it also to be as efficient as possible, because every dollar we spend in redundancy or waste in an area is another dollar we're not spending somewhere else.

Admiral MAGUIRE. Yes, Senator Lankford.

Senator LANKFORD. Two more quick comments. Ms. McCarthy, a quick question for you. You've been in government work, then you've stepped outside to do a think tank, and now you have the disadvantage of being in the think tank presenting ideas; now you have to implement those.

So what are you bringing in that mode that comes from the outside, from the think tank, that you look at immediately and say this is something I need to apply?

Ms. MCCARTHY. So thank you, Senator. There's a couple of areas. I've actually worked for—I'm working for a non-profit now and then I also ran a think tank a few years ago. And from those experiences, I'm actually bringing I think two sort of—I understand these areas better than I did before when I was in government.

While at the Intelligence and National Security Alliance, we are the IC's think tank. And so we brought together the public, private, and academic sectors to focus on some tough challenges that were usually posed by the Office of the DNI or other senior leadership across the IC, to include acquisition reform or security clearance reform, and to provide a table where you can have that sort of discussion I think is going to be very beneficial as we look at State I&R's role in analytic outreach and the fact that it is required. It supports not only the State Department, but the rest of the IC, in bringing together the best in academia, the best in the private sector, to also talk about some big issue areas that will affect foreign policy.

So that's one area where I have some strength. In my current position at Noblis as the Vice President for Intelligence and Analytics, my focus primarily is looking at the tools and resources that can be used to help the analysts. So that includes artificial intelligence and working with data science. And so I know firsthand with a little investment what we can do in terms of providing new capabilities to support our analysts.

Senator LANKFORD. Thank you.

Chairman BURR. Senator Wyden.

Senator WYDEN. Thank you, Mr. Chairman.

I, too, enjoyed very much visiting with both of you. My colleagues have been talking about the importance of speaking truth, truth to power, and the White House apparently considers when you all stand up for truth that this is somehow going rogue. This is their analysis of it. I consider it patriotism and duty; and I was pleased to meet with both of you.

I want to take a particular example, the travel ban, and walk through with you, Mr. Maguire, how you would go about handling this. The executive order refers repeatedly to the DNI, and it requires a number of assessments from the Director of National Intelligence. And these are assessments where the DNI could look to

the director of the National Counterterrorism Center for counsel. So this is the travel ban, seven times refers to the DNI.

How are you going to—if you're asked for your counsel on the travel ban, how are you going to make sure that any assessment is made independent of political pressure?

Admiral MAGUIRE. Senator Wyden, thanks for the question, and that was one that I did ask the staff for a little bit of guidance before I appeared before this committee today. And I was informed by Russ Travers and my colleagues, or my potential colleagues at the National Counterterrorism Center, that the travel ban—regardless of the travel ban, it doesn't matter what country anybody who's requesting entry into the United States is from. The process is the same and anybody who's entering—who's requesting entry into the United States, goes through a rigorous check within the National Counterterrorism Center to look for a nexus in counterterrorism.

I've asked specifically, Would there be any change in the process with that, and they said everybody's the same; no matter what country you come from, whether they're on the travel ban or whether they're from an ally, if they're coming and they're requesting, then the process is absolutely the same for everyone no matter where they come from.

And to me, that's the way it's got to be. We just have to make sure that we are deliberate and we just treat everybody equally. But the process is the process, and I think the process is very deliberate and I think the process is very thorough. And I don't see any reason to change that just because of the travel ban and I think that the folks who've done that for a living right now at NCTC, DHS, State Department, and everybody else have done a very good job.

Senator WYDEN. I appreciate your statement that you want to do this by the book. This is a very politicized executive order. So I'm sure we're going to have further discussions about it. And I don't think the executive order refers to the DNI by osmosis. There's a reason for it. I think your counsel is probably going to be asked about this, and it is going to be in a highly pressurized, politicized situation.

Let me ask you one other question. You all are responsible for TIDE, a database of known or suspected terrorists with over a million and a half people, including 16,000 U.S. persons. I would be the first to say this performs useful functions and valuable intelligence as a tool.

At the same time, my view is security and liberty aren't supposed to be mutually exclusive. We're supposed to do both. So how would you, if confirmed, make sure that we get the valuable intelligence while at the same time not pulling innocent Americans into this database?

Admiral MAGUIRE. Senator Wyden, the National Counterterrorism Center, in particular the folks who work in TIDE, have got a very disciplined process. They've been trained and they work closely to make sure that we are adhering to the law. We also have a very good legal team that makes sure that we are in compliance.

For the number of folks that are in there, there had to be a terrorism nexus. There is an annual audit in TIDE that is conducted

by those at the National Counterterrorism Center, and if they find something that's in that center that should not be, then that individual or that process is removed.

So to me, I look at two things. One, my job potentially as the Director of the National Counterterrorism Center, if confirmed, is to do everything I can to make sure that I keep the country safe. In addition to that, as an American I need to make sure that we stay true to our American values and protect civil liberties and our rights, and I intend to do that.

Senator WYDEN. I'll ask you some more questions about that.

One question for you, Ms. McCarthy. When the CIA ran its torture program, it told our ambassadors that they couldn't discuss it with anybody at the State Department. Now, it's I&R's job to support our ambassadors and make sure that the Department reviews intelligence activities, including covert actions. Can you tell us, consistent with the fact that this is an open session, how are you going to make sure that happens?

Ms. MCCARTHY. Senator, thank you for your question. That is a very important function that I&R serves, is to ensure that our ambassadors understand their roles in intelligence oversight, because they play a very important role in actually concurring or non-concurring with these sorts of operations. And I will take that job very seriously and ensure that I&R continues to provide that training and regular intelligence update on a 7 by 24 basis, to ensure that they know everything they need to know in making these decisions that are based on risk.

Senator WYDEN. Thank you, Mr. Chairman.

Chairman BURR. Senator Cornyn.

Senator CORNYN. Congratulations to both of you on your nominations. Admiral, it was good to visit with you yesterday. As I told you then, the fact that you come highly recommended by Admiral McRaven and I know worked side by side with him for maybe 35 years—

Admiral MAGUIRE. Yes, sir.

Senator CORNYN [continuing]. Has a lot of significance to me. But I appreciate the chance to visit a little bit yesterday.

But you talked about your long-term service in the military and the fact you've developed very good relationships with others like the chief of staff or the SecDef and others. Obviously, your role at CTC will be different. You'll be focused on terrorism threats, as opposed to, let's say, existential threats to the United States Government.

How do you view that in the larger context of national security? As an isolated focus, or is it somehow—is there a continuum when you look at the range of threats confronting the United States?

Admiral MAGUIRE. Well, Senator Cornyn, I look at it this way. I've got close personal relationships, as you know, with the Secretary of Defense, the Chairman, the Undersecretary of Defense for Intelligence, and others, the JSOC commander, the SOCOM commander, the CENTCOM commander. So as far as that side, the part of the house that's really doing the kinetic work, I've got very close relationships.

As the director of the National Counterterrorism Center and also as really the director of strategic operational planning in the whole

of government, I need to go out and make sure that I have the relationships and capitalize on the relationships that are already there with the other members of the interagency, as well as the Legislative Branch, and to bring the whole of government to that.

So I think that, as I said, statutes give you authority, but trust and partnerships produce results, and leadership is all about results. So I intend to, no, not take for granted the relationships I have already, but actually focus on renewing and building relationships with the other leaders and the other members of the intelligence community to make sure that we have a whole-of-government approach in this counterterrorism enterprise.

Senator CORNYN. Before 9/11, or I should say after 9/11, our 9/11 Commission documented the stovepipes that we had, particularly between law enforcement and our intelligence community, in identifying security threats and sharing of information across the government. Sometimes I worry, because the intelligence community is so large, with 17 different components and now post-9/11 with new layers of responsibility, like the ODNI, that we are creating more bureaucracy and stovepipes within the intelligence community.

Are those concerns justified in your view or not?

Admiral MAGUIRE. I think you've always got to be careful and be mindful that people have a tendency sometimes not to share. But I think that the Intelligence Reform and Terrorism Prevention Act did a very good job of giving the authorities to the National Counterterrorism Center.

You know, as the primary organization in the United States for analyzing and integrating intelligence acquired or actually possessed by the United States, the job of the National Counterterrorism Center is not only to possess it, but to ensure that all stakeholders, everybody who has a need to know and a requirement to do their job, whether at the kinetic side of the house or the non-kinetic side of the house, has access to and receives the information.

So I think that you must always be mindful. The lessons of 9/11 are still clear to me. I grew up in New York City. As a young boy, I watched the Twin Towers go up. Three weeks after I got my first star, I saw them go down. So it's very, very real to me.

And I think it's absolutely essential that we share within the intelligence community stovepipes, but also, to Vice Chairman Warner's question earlier, we need to make sure that we also share with our partners and our allies. Because you never know where the information is going to come from, and information and intelligence are key and essential to the success of this campaign.

Senator CORNYN. Admiral and Ms. McCarthy, I'd like to get both of you to respond to this. Do you view it as part of your responsibility to develop a consensus when it comes to intelligence? Because rarely is intelligence a lead pipe cinch. In other words, it's rarely for certain. That's why the intelligence community talks about "we assess" this, that, and the other, "we have this level of confidence" and the like.

But what is the—Ms. McCarthy maybe you could start: What's your role in trying to develop consensus? Or do you feel like you

have to present competing points of view and opinions and perspectives from different segments of the intelligence community?

Ms. MCCARTHY. Senator Cornyn, I&R has a long history of being an independent actor and providing independent analysis, and many times has been at odds with—I mean, dating back to the Vietnam War—has been at odds with some of its counterparts in the IC.

The good news is that the IC is an environment where you can have those discussions. There's processes in place to ensure that competing views are represented, whether they are in briefs that go to the President, the President Daily Brief, or mostly through the National Intelligence Estimates through the NIC. And so there's always an opportunity to provide competing views.

So I don't believe, should I be confirmed, that my role at I&R will necessarily be getting consensus for the position that we may take on an intelligence issue, but certainly ensuring that it's represented and heard and represented in those documents that are shared across the IC.

Senator CORNYN. Admiral.

Admiral MAGUIRE. Senator Cornyn, I think that's why we're here. When I was in a leadership position, I always asked my staff: I want something that's well staffed and I want a coordinated, recommended opinion from the staff, not give it to me and have it sorted out.

I mean, as we know from the lessons from 9/11, we had different departments and agencies providing the information to the White House, and the White House had to sort it out. That didn't work so good.

So the obligation to make sure that there is a concerted and a focused recommendation to both the Executive Branch and to the Legislative Branch is one that I take seriously and will do my darnedest to deliver.

Thank you.

Senator CORNYN. Thank you.

Chairman BURR. Senator King.

Senator KING. Thank you, Mr. Chairman.

First, I want to thank you for your willingness to serve. Second, I want to emphasize that you two are taking on two of the most important jobs in the United States Government. The responsibility is awesome and incredibly important. In an age of terrorism, and we are not out of the age of terrorism, intelligence is the first line of defense. If we don't know what's going to happen, it's going to be very difficult to prevent. So intelligence is incredibly important.

I am going to now ask a couple of questions that may sound topical, but my colleagues will testify that I've been asking these same questions for five years. They have nothing to do with who's President.

The grave danger in intelligence is shading the data to meet the perceived policy needs of whoever is in charge, and this goes back as far as we can go. In fact, I would recommend to you H.R. McMaster's book, "Dereliction of Duty," the incredibly insightful account of what happened in Vietnam and the failure in many ways of communication to the higher echelons, to the policy makers.

So, Admiral Maguire, one of your strongest qualifications may also be a disadvantage and that is your long career in the military, where chain of command, following orders, is an absolutely important part of the job. That's what you've been trained to do for 30-plus years. Assure me that you are not going to follow orders, that you are going to chase the intelligence where it leads, report it as it appears, and not shade any information because of pressure?

And it may not even be overt pressure. Often it's human nature to want to give the boss what they want. So, it doesn't have to be shade the material. You've got to work within your agency to counteract the human tendency to provide information that's pleasing to those higher up. Talk to me about that issue?

Admiral MAGUIRE. Well, Senator King, as I said, I don't need any reminder about the stakes that the Nation is under. I've lost friends in this fight and I realize that it's very real. I concur with your comment that, although we've made tremendous strides in the last 17 years, we're still posed tremendous threats to the country.

My job as the Director, if confirmed, is to make sure that I provide truthful and accurate information. And if not, then the stakes could be we make a decision that is incorrect and it could cause harm to the Nation and to our interests.

In addition to that, to lead the workforce—if I have a workforce that has an opinion, for me to color or change that opinion before it goes up above my level to more senior people, I think I would completely lose the workforce. But most importantly, if I colored any judgment or provided any information to anybody that was not truthful and accurate and something happened, then I also have to live with that. And I've been to Arlington National Cemetery and to other cemeteries around the country and I realize that, you know, I'm here to make sure that I do my darnedest to defend the Nation and to do what's right, and I intend to do that, sir.

Senator KING. Thank you. I really appreciate that, and I look forward to working with you in that capacity.

Admiral MAGUIRE. Thank you, Senator King.

Senator KING. Ms. McCarthy, the same kind of question. A great quote from one of your predecessors. Mr. Ford said: "The analysts at I&R are a curmudgeon-like group who delight in being different and getting to the body of something and not caring what other people think." That was Carl Ford back in 2004.

I'm not sure you're sufficiently curmudgeon-like.

[Laughter.]

Assure me on that point.

Ms. MCCARTHY. Oh, I am curmudgeon-like. Senator, again, should I be confirmed, I think I&R, that's their brand, is independent analysis. They have a long and very respected history of not being persuaded by those who may take on positions—

Senator KING. Many people feel in Iraq they got it better than anybody else.

Ms. MCCARTHY. I think the record shows that they did get it better than anyone else, and they went through the IC's processes to assure that, certainly, that information was shared, and then certainly it's up to the policy maker to determine what they're going to do with that.

Senator KING. But one line, though, your last sentence of your opening statement: "Our intelligence activities must support our foreign policy and national security objectives." I hope you mean by providing good intelligence, not providing justification for objectives that somebody else has set.

Ms. MCCARTHY. Absolutely, sir. This is not to shade the intelligence to support our foreign policy objectives, but to provide our foreign policy decision-makers with the truth.

Senator KING. Well, the other piece in your answers—and again, it's good news, bad news—you mentioned the proximity to the Secretary of State. You use that term, "proximity." That's good news; that means you're close to policy makers. The bad news is you could be subject to the kind of pressure—subtle, not necessarily overt—to shade the data.

Give me your thoughts.

Ms. MCCARTHY. So, Senator, again, I think all of my predecessors had that relationship with the Secretary and have had a history of not necessarily bending to political or positions that may not be in line with what the intelligence shows.

So again, I believe that my access to the Secretary and policy makers is going to help me understand more about what their priorities are, so that I can then work within I&R and across the intelligence community to ensure that collections are then focused on these areas, so that we can provide him or her with the truth. And so, proximity is more about being able to guide collections than it is about providing them what they want to hear.

Senator KING. Well, I appreciate again both of you being willing to take on this job. If you're ever in doubt, the actions of Dan Coats last week are a demonstration of how these jobs should be done.

Thank you, Mr. Chairman.

Chairman BARR. Thank you, Senator King. I will say that Senator King's question was a first for me; it's the first time I've ever heard a nominee questioned because they weren't curmudgeon enough to match that of the Senator.

Senator KING. I said I worried—I also said in the hearing I worried that Dan Coats was too nice a guy, so.

[Laughter.]

Chairman BARR. Vice Chairman.

Vice Chairman WARNER. I would simply say, I think you've heard from a lot of us, we're counting on you both to be straightforward, speak truth to power, make sure that you're not influenced by political—I think you both bring remarkable records and I just want to go on record, Mr. Chairman, as I hope we can move these nominees as quickly as possible, and appreciate you holding this hearing.

Chairman BARR. Mark, thank you.

It's the intent of the Chair to actually do that, to move these nominees, hopefully, out of committee next week with the committee's help. And I want to thank—for planning purposes—thank all of you. But, for planning purposes, any member of the committee who wishes to submit questions for the record after today's hearing, please do so by the close of business today. I just want to reiterate that.

To both of you, thank you. And, Joe, I got to tell you that I am a morning prolific reader. I come in early, try to get it out of the way before our day job starts. The questions that you heard on size and, Ms. McCarthy, the amount of analysts—trust me, if you're in Washington today and you're an analyst, if you're not employed, something is really, really bad-wrong, because we have hired a boatload across all the agencies.

When this committee sort of looks at the landscape and sees all of those, we automatically respond to every agency: Have you looked at your size? Have you looked at the requirements? Does it match?

But I got to tell you, Joe, that, you know, any morning I could get up and I could read six products on the same thing, and I don't look at it and say that that's not valuable to have six different analysts. But do remember that the root product they work from is the product that comes out of NCTC. So the accuracy on the front end is that much more important because you've got other folks that are dicing and slicing that. And it's those products that find its way to my desk, to the President's desk, to the Vice Chairman's desk, that influence then the policy decisions that we make.

So you're right. I'm grateful to you. Accuracy is incredibly important. If we're going to screw up, let's all screw up together. But let's make sure that it was our intent to get it right. And that way, whether its I&R or any other piece of the IC community, the basis with which they have analyzed product and produced reports for policymakers comes from credible, quality foundational reporting that's done by NCTC.

So I want to thank both of you for your willingness to serve, for your willingness to expose yourself to our committee members. We will move your nominations as quickly as the Senate can possibly do, which is not as fast as we might wish, but the Vice Chairman and I will try to facilitate that as fast as we can.

Once again, thank you to you and your families.

This hearing is adjourned.

[Whereupon, at 10:48 a.m., the hearing was adjourned.]



## **Supplemental Material**

**SELECT COMMITTEE ON  
INTELLIGENCE**

UNITED STATES SENATE



**QUESTIONNAIRE FOR COMPLETION BY  
PRESIDENTIAL NOMINEES**

SELECT COMMITTEE ON INTELLIGENCE  
UNITED STATES SENATE

**QUESTIONNAIRE FOR COMPLETION BY  
PRESIDENTIAL NOMINEES**

**PART A - BIOGRAPHICAL INFORMATION**

- 1. FULL NAME: Joseph Maguire  
OTHER NAMES USED: NA
- 2. DATE AND PLACE OF BIRTH: 14 August 1951, Brooklyn, NY  
CITIZENSHIP: USA
- 3. MARITAL STATUS: Married
- 4. SPOUSE'S NAME: Kathleen Joy Maguire
- 5. SPOUSE'S MAIDEN NAME IF APPLICABLE: Kathleen Joy Mobus
- 6. NAMES AND AGES OF CHILDREN:

NAME	AGE
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**INFORMATION REDACTED**

- 7. EDUCATION SINCE HIGH SCHOOL:

<u>INSTITUTION</u>	<u>DATES ATTENDED</u>	<u>DEGREE RECEIVED</u>	<u>DATE OF DEGREE</u>
<u>Manhattan College</u>	<u>9/1969 -6/1974</u>	<u>BS</u>	<u>6/1974</u>
<u>Naval Postgraduate School</u>	<u>9/1983 -3/1985</u>	<u>MA</u>	<u>3/1985</u>

- 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
United States Navy	Division Officer, USS Coronado	Multiple Duty Stations	1974-1975
United States Navy	UDT-SEAL Training, BUD/S		1976
United States Navy	UDT-21 Platoon Commander		1977-1979
United States Navy	CTF-76 Flag Lieutenant		1979-1981
United States Navy	SEAL Team 2 Platoon Commander		1981-1983
United States Navy	Student, Naval Post Graduate School		1983-1985
United States Navy	Executive Officer, SEAL Delivery Vehicle Team 2		1987-1988
United States Navy	Maritime Special Purpose Force Commander, Mediterranean Amphib Ready Group 1-89		1988-1989
United States Navy	NSW Community Manager		1989-1991
United States Navy	NSW Development Group Deputy Commander		1991-1993
United States Navy	Commanding Officer, SEAL Team 2		1993-1994
Harvard University J.F. Kennedy School of Government	National Security Fellow, Kennedy School		1994-1995
United States Navy	Deputy Commander, Special Operations Command, Pacific		1995-1997
United States Navy	Commanding Officer, Naval Special Warfare Center		1997-1999
United States Navy	Deputy Commander, Naval Special Warfare Command		1999-2001
United States Navy	Director, Strategic Resources, USSOCOM		2001-2004
United States Navy	Commander, Naval Special Warfare Command		2004-2007
United States Navy	Deputy Director for Strategic Operational Planning, NCTC		2007-2010
Booz-Allen	Vice President	Tampa, FL	9/2010 - 9/2013
Special Operations Warrior Foundation	President and CEO	Tampa, FL	9/2013 - Present
SAP National Security Services (NS2)	Board of Advisors (Advisor)	Herndon, VA	3/2014 - Present
W.S. Darley & Co.	Board of Directors (Director)	Itasca, IL	10/2014 - 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).

See Question 8 above.

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

I have spent almost four decades operating in the national security area serving in a variety of roles ranging from the tactical to the strategic. Most recently, I served as the Deputy Director of Strategic Operational

Planning at NCTC, which enables the Center to take a strategic, long term view of the counterterrorism mission as well as periodically assessing the effectiveness of strategy implementation. As Deputy Director, I developed strategic CT plans for US Government civilian and military efforts as well as working towards the effective integration of CT intelligence and operations across agency boundaries, both inside and outside the US. I was a member of the National Security Council's Counterterrorism Security Group, which is a key forum for the synchronization of US policy efforts as well as coordinating US response to threats to US interests globally.

Prior to my time at NCTC, I served as a career Naval Warfare Officer (SEAL) and have commanded at every level to include the Naval Special Warfare Command, the Navy Component of the US Special Operational Command. As a leader in US Special Operational Command, I have planned, participated, and led strategic-level classified intelligence operations.

My relationship with intelligence began early in my career (1985-87) when I served as a Naval Special Warfare Group TWO Intelligence Officer (N2). I went on to earn my Master of Arts in National Security Affairs (Naval Scientific and Technical Intelligence at the Naval Postgraduate School in Monterey, California) and received my designation as a Naval Intelligence Proven Sub-Specialist. I was also chosen to be a National Security Fellow at Harvard University exploring national security, public policy, and leadership in an academic context.

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).

National Security Fellow Harvard University – JFK School of Government (8/1994 – 7/1995)  
 National Intelligence Distinguished Service Medal  
 Department of Defense Distinguished Service Medal  
 U.S. Navy Distinguished Service Medal  
 Department of Defense Superior Service Medal (2)  
 U.S. Navy Legion of Merit (2)  
 Department of Defense Meritorious Service Medal  
 U.S. Navy Meritorious Service Medal (3)  
 Navy & Marine Corps Commendation Medal (3)  
 Navy & Marine Corps Achievement Medal  
 Joint Meritorious Unit Award  
 Navy Unit Commendation  
 Navy Expeditionary Medal  
 National Defense Medal (2)  
 Global War on Terrorism Service Medal  
 Humanitarian Service Medal (4)  
 Navy Expert Pistol Medal  
 Navy Expert Rifle Medal  
 Sea Service Ribbon (4)  
 Naval Special Warfare (SEAL) Insignia  
 Naval Parachutist Insignia  
 Basic Parachutist Insignia  
 Armed Forces Communications and Electronics Association Naval Intelligence Award for Academic Excellence at the Naval Postgraduate School  
 Ross Perot Patriot Award – Dallas, Texas  
 United States Special Operations Command Patriot Award – Tampa, FL  
 Operation Open Arms Hero Award – Louisville, KY  
 Manhattan College Athletic Hall of Fame (Swimming)

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).

ORGANIZATION	OFFICE HELD	DATES
U.S. Global Leadership Council- Florida	Advisor	2011-Present
American Enterprise Institute- Tampa	Member	2015-Present
UDT/SEAL Association	Member	1980-Present
Business Executives in National Security	Member	2015-2017
Southeastern Guide Dogs	Donor/ Volunteer	2010-Present

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?

See Attachment 1

**PART B - QUALIFICATIONS**

14. QUALIFICATIONS (DESCRIBE WHY YOU BELIEVE YOU ARE QUALIFIED TO SERVE AS THE DIRECTOR OF THE NATIONAL COUNTERTERRORISM CENTER).

Our nation is facing an increasing complex and dynamic terrorist landscape with threats emanating from Homegrown Violent Extremists, global jihadists groups such as ISIS and al-Qa'ida, and Shia extremists backed by Iran. To effectively combat the terrorist threat, it will require working closely with Intelligence Community partners as well as across the broader US Government and with our allies and partners. The arc of my career from a naval officer executing tactical counterterrorism missions to a senior intelligence officer influencing and evaluating policy has helped me develop unique insight into and respect for the national security apparatus as a whole.

I believe I have the requisite national security and leadership experience to serve as the Director of the National Counterterrorism Center. As I described in response to Question 10 above, I am a proven leader in both the military and the Intelligence Community. I served 36 years in uniform, and 34 of those were in US Special Operations where I undertook tactical missions and served in a variety of leadership positions. I was assigned to and served in a senior leadership position in our Nation's Maritime Counterterrorism (CT) Command. I successfully served as Deputy Director of NCTC leading the Center's Directorate for Strategic Operational Planning that collaborates with agencies across the US Government as well as foreign allies and partners to formulate effective CT strategies.

Despite leaving government service, my interest in national security has never wavered. I have maintained my network of contacts and colleagues across the US Government, which could be key when coordinating interagency CT actions that often are built on personal relationships and trust.

**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

NONE

(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.

YES, if confirmed, I will sever all relationships with The Special Operations Warrior Foundation, SAP NS2 Board of Advisors, and W.S. Darley Board of Directors.

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.

I have no financial arrangements nor do I plan to make any; additionally, I will not receive compensation in any form deferred or otherwise from my Foundation or corporate boards.

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 plan on returning to our home in Tampa, Florida and have no plans/agreements or understandings for future employment.

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.

I am not currently in government service.

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.

My 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.

<u>NAME OF ENTITY</u>	<u>POSITION</u>	<u>DATE HELD</u>	<u>SELF OR SPOUSE</u>
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**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.)

NONE

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 OGE Form -278

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 OGE Form -278

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**

**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.

The State of Florida

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.

NA

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.

NO

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?

N/A

**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.

NO

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, a polygraph was required for my position as Deputy Director for Strategic Operational Planning at NCTC. The polygraph was administered in 2007.

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 COUNTERTERRORISM CENTER AND THE INTELLIGENCE COMMITTEES OF THE CONGRESS, RESPECTIVELY, IN THE OVERSIGHT PROCESS.

Congressional oversight is vital to ensuring that the US Intelligence Community carries out its national security mission in conformity with the US Constitution and US laws. This congressional oversight is carried out principally by the congressional intelligence committees. For example, under Section 502 of the National Security Act of 1947, the Director of National Intelligence (DNI), in consultation with the heads of other departments and agencies involved in intelligence activities, is required to “fully and currently” inform the congressional intelligence committees of intelligence activities. Providing complete, accurate and timely information to the oversight committees through congressional hearings, briefings, notifications and otherwise, enables the committees to carry out this essential oversight function, as well as help improve the operation of the Intelligence Community. Moreover, congressional oversight provides confidence to the American public that the US Intelligence Community is exercising its authorities lawfully and effectively, ensuring our nations’ security, while simultaneously protecting fundamental American values.

If confirmed as the Director of NCTC, I will support the congressional intelligence committees’ oversight of NCTC and will be committed to ensuring that the NCTC workforce understands the importance of congressional oversight. I will ensure that NCTC works cooperatively with the DNI, Congress and the intelligence committees on all matters, provides the intelligence committees with timely notices as required under Title V, and is responsive to congressional inquiries.

**49. EXPLAIN YOUR UNDERSTANDING OF THE RESPONSIBILITIES OF THE DIRECTOR OF THE NATIONAL COUNTERTERRORISM CENTER.**

The statutory responsibilities of the National Counterterrorism Center and its Director are delineated in section 1021 of the Intelligence Reform and Terrorism Prevention Act of 2004. Functionally, the law requires the Director to report to the President for CT strategic operational planning and, as the National Intelligence Manager for Counterterrorism, to the Director of National Intelligence for all other activities and functions.

NCTC’s mission is singularly focused on the prevention, detection and disruption of acts of terrorism directed against the U.S. and its interests both at home and abroad. NCTC, by law, is the primary organization in the U.S. Government for analyzing and integrating all US Government intelligence pertaining to terrorism and counterterrorism, except intelligence pertaining exclusively to domestic terrorism and domestic counterterrorism. As a result, the Center is uniquely positioned to track and analyze international terrorism issues that span geographic boundaries as well as serve as the US Government’s central and shared knowledge bank on known and suspected terrorists and international terror groups.

The Director of NCTC is also responsible for ensuring that all federal departments and agencies receive the all-source intelligence support they need to execute their respective counterterrorism activities. Lastly, NCTC in its Strategic Operational Planning role, which I know very well, is responsible for looking beyond the individual department and agency missions towards an integrated US Government approach.

I believe that to accomplish the Center’s mission, the D/NCTC must be guided by the desire to provide Americans and our allies with greater security while simultaneously protecting fundamental American values. I am convinced that our Nation’s continued success in this CT fight will only come through coordinated and synchronized efforts, to include the full weight of our diplomatic, financial, military, intelligence, homeland security and law enforcement activities. The D/NCTC must drive these efforts.

Ultimately, after leading a variety of organizations across the US Government, I have learned an organization’s success always comes down to the people and NCTC’s fate will be based on the Director’s ability to enable and lead the Center’s extraordinary workforce.

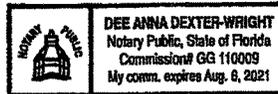
**AFFIRMATION**

I, JOSEPH MAGUIRE, DO SWEAR THAT THE ANSWERS I HAVE PROVIDED TO THIS QUESTIONNAIRE ARE ACCURATE AND COMPLETE.

**SIGNATURE OF JOSEPH MAGUIRE**

**DATE: JULY 3, 2018**

**SIGNATURE OF NOTARY**



**TO THE CHAIRMAN, SELECT COMMITTEE ON INTELLIGENCE:**

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

**SIGNATURE OF JOSEPH MAGUIRE**

**Date: JULY 3, 2018**

Attachment 1  
 Select Committee on Intelligence  
 General Questionnaire for Presidential Nominations  
 Joseph Maguire, Vice Admiral (Retired)  
 Question Number 13

**A. ARTICLES/SPEAKING ENGAGEMENTS**

**1. Trump's counterterrorism pick is Joe Maguire of Tampa, now helping commando families**

July 3, 2018 by Howard Altman, Tampa Bay Times  
[http://www.tampabay.com/news/military/macdill/Trump-s-counterterrorism-pick-is-Joe-Maguire-of-Tampa-now-helping-commando-families\\_169564166](http://www.tampabay.com/news/military/macdill/Trump-s-counterterrorism-pick-is-Joe-Maguire-of-Tampa-now-helping-commando-families_169564166)

**2. President Trump Nominates Navy Vet Joseph Maguire to be Director of National Counterterrorism Center**

June 25, 2018 by Ben Wicker, Washington Executive  
<https://www.washingtonexec.com/2018/06/president-trump-to-nominate-navy-vet-joseph-maguire-to-be-director-of-national-counterterrorism-center>

**3. Trump picks Navy veteran as top counterterrorism official**

By the Associated Press  
 June 24, 2018 by Navy Times <https://www.navytimes.com/news/your-navy/2018/06/24/trump-picks-navy-veteran-as-top-counterterrorism-official/>  
 June 22, 2018 by Seattle Times <https://www.seattletimes.com/nation-world/nation-politics/apxtrump-picks-navy-veteran-as-top-counterterrorism-official/>

**4. Charity Event: Operation Open Arms**

May 2018, Speaking Engagement

**5. Boca Grandemen's Club**

April, 2018 Speaking Engagement  
<https://www.bocagrandemc.com/schedule.html>

**6. Charity Event: Chris Kyle Foundation**

May 2017, Speaking Engagement

**7. Congressional Letter**

February 27, 2017  
<https://www.bocagrandemc.com/schedule.html>

**8. Charity Event: Veterans Day Dinner—Coronado Club of Houston**

November 2016, Speaking Engagement

**9. Destroyer named after Medal of Honor recipient in BIW ceremony**

June 19, 2016 by Beth Brogan, Bangor Daily News  
<https://bangordailynews.com/2016/06/18/news/midcoast/destroyer-named-after-medal-of-honor-recipient-in-biw-ceremony/>

**10. Thought Leaders Luncheon: Centre Club of Tampa**

May 2016, Speaking Engagement  
<http://www.where2gotampa.com/events/2366869-Joseph-Maguire-Thought-Leader-Luncheon/?PageSpeed=noscript>

**11. Greater Tampa Bay Business Leaders Forum**

October 2015, Speaking Engagement

**12. Charity Events: Southeastern Guide Dogs—Paws for Patriots Fundraiser**

Multiple dates Speaking Engagement

Attachment 1  
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 Joseph Maguire, Vice Admiral (Retired)  
 Question Number 13

**13. Its puppy love for MacDill group training guide dogs**

June 10, 2015 by Howard Altman, Tampa Bay Times  
<http://www.tbo.com/news/breaking-news/its-puppy-love-for-macdill-group-training-guide-dogs-20150610/>

**14. Ex-Navy SEAL commander visits Tulsa to talk about Special Forces foundation**

November 13, 2014 by Tim Stanley, Tulsa World  
[https://www.tulsaworld.com/news/local/ex-navy-seal-commander-visits-tulsa-to-talk-about-special/article\\_5e2ae174-1ac0-5a9a-b336-d17480211656.html](https://www.tulsaworld.com/news/local/ex-navy-seal-commander-visits-tulsa-to-talk-about-special/article_5e2ae174-1ac0-5a9a-b336-d17480211656.html)

**15. Veterans Day: Dallas Rotary Club**

November 2014, Speaking Engagement  
<http://www.dallasrotary.org/sitepage/events/sav>

**16. Veterans Day: Tulsa City Rotary Club**

November 2014, Speaking Engagement

**17. Socom commander McRaven to retire (Maguire comments)**

June 30, 2015 by Howard Altman, Tampa Bay Times  
<http://www.tbo.com/list/military-news/socom-commander-mcraven-to-retire-20140630/>

**18. Vice Admiral (RTD) Joe Maguire Joins W.S. Darley & Co. Board of Directors**

April 24, 2015 by Soldier Systems – An Industry Daily  
<http://soldiersystems.net/2014/04/25/vice-admiral-rtd-joe-maguire-joins-w-s-darley-co-board-directors/>

**19. Navy SEAL exudes excellence, discusses lone survivor at Birdies for the Brave event**

January 24, 2014 by Brian Hurlburt, GolfLasVegasNow.com (PGA Golf Tour Charities)  
<http://together.pgatour.com/stories/2014/january/navy-seal-exudes-excellence.html>

**21. Survivor-Former navy SEAL Marcus Luttrell recalls the 2005 battle in Afghanistan he alone survived**

December 8, 2013 by Anderson Cooper, 60 Minutes  
<https://www.cbsnews.com/news/survivor-60-minutes/>

**22. For Navy SEALs, The Biggest Threat May Be Hollywood**

November 5, 2012 by Daniel Klaidman, Newsweek  
<http://www.newsweek.com/navy-seals-biggest-threat-may-be-hollywood>

**23. V. Adm. Maguire Addresses Dinner Honoring Jeff Love with 2018 Houston Leadership Award**

May 01, 2008 by The Jewish Institute for National Security of America (JINSA)  
<http://www.jinsa.org/events-programs/houston-dinners/v-adm-maguire-addresses-dinner-honoring-jeff-love-2008-houston-leade>

Speaking engagements include multiple fundraising events on behalf of Special Operations Warrior Foundation.

**B. VIDEOS**

**1. Adm Joseph Maguire, Pres. Special Operations Warrior Foundation- Interview at Yankee Stadium about Special Operations Warrior Foundation**

July 29, 2017 – 101 views – 6:47 minutes  
 Ken Kraetzer, Sons of the American Legion Radio  
<https://www.youtube.com/watch?v=u8rbviTifLM>

Attachment 1  
 Select Committee on Intelligence  
 General Questionnaire for Presidential Nominations  
 Joseph Maguire, Vice Admiral (Retired)  
 Question Number 13

**2. Foundation Supports Children of Wounded and Fallen Soldiers**

October 25, 2016 by Steve Aduabato, On the Air – 9:56 minutes  
<https://www.steveadubato.org/foundation-supports-children-of-wounded-and-fallen-soldiers.html>  
 Steve Aduabato speaks with Adm. Joe Maguire from the Special Operations Warrior Foundation about the organization's mission to support the children of wounded and fallen service members.

**3. Fathers and Sons**

April 26, 2016 by JESUIT High School – 18:40 minutes  
 Video: [https://www.jesuittampa.org/cf\\_media/index.cfm?obj=7704](https://www.jesuittampa.org/cf_media/index.cfm?obj=7704)  
 Campus News article: <https://www.jesuittampa.org/page.cfm?p=597&newsid=262>

**4. Steve Aduabato's Lessons in Leadership – Vice Admiral Joseph Maguire**

February 5, 2016 by Steve Aduabato, 738 views – 1:14 minutes  
 Same interview also published on:  
 June 13, 2017 and May 31, 2016 at:  
[https://www.nj.com/lessonsinleadership/2016/05/video\\_vice\\_admiral\\_joseph\\_magu.html](https://www.nj.com/lessonsinleadership/2016/05/video_vice_admiral_joseph_magu.html)  
 September 2, 2015 at: <https://www.youtube.com/watch?v=IT61q3-ljEE>  
 Vice Admiral Joseph Maguire, President and CEO, Special Operations Warrior Foundation, shares his most significant leadership lesson and how listening will improve the way you lead.

**5. "Lone Survivor" Operation Red Wings Families Supported by Special Operations Warrior Foundation**

January 9, 2014 by Edie Rosenthal, 3,662 views—1:39 minutes  
<https://www.youtube.com/watch?v=7EEAOHFk2MO>  
 Retired Navy Vice Admiral Joe Maguire, President of the Special Operations Warrior Foundation talks about the movie "Lone Survivor" and the 19 children of the fallen warriors.

**6. NAVY SEALS – THEIR UNTOLD STORY**

November 7, 2014, aired on November 11, 2014 on PBS and in 2015 on BBC- 5,619 views  
<https://www.youtube.com/watch?v=3cKvC8kDVH0>

**7. All Things Anderson**

December 7, 2013, by Anderson Cooper  
<https://www.allthingsandersoncooper.com/2013/12/anderson-cooper-interviews-joe-maguire.html>

**8. Navy SEALs Highlight Navy SEAL Warrior Fund Day at the NYSE**

May 10, 2010, New York Stock Exchange- 2,629 views  
<https://www.youtube.com/watch?v=ppTWCdhpTi4>  
 Members from the Naval Special Warfare (NSW) Community visit the NYSE to highlight the Navy SEAL Warrior Fund Day in New York City. In honor of the occasion, Vice Admiral Joseph Maguire, USN, rings "The Opening Bell".

**9. History Channel and Discovery Channel Documentaries on the Navy**

"The complete history of the Navy Seals" DVD  
 The History Channel (1999)  
<https://www.amazon.com/History-Complete-U-S-Navy-Seals/dp/B001CU5OJU>  
 This documentary video chronicles the history and the legacy of the famous United States Navy Seals. The film explores their extensive training and the tough work they are required to do.

SELECT COMMITTEE ON  
INTELLIGENCE

UNITED STATES SENATE



Additional Prehearing Questions  
for  
VADM Joseph Maguire  
upon his nomination to be  
the Director of the  
National Counterterrorism Center

***Responsibilities of the Director of the National Counterterrorism Center***

The National Security Intelligence Reform Act of 2004 created the National Counterterrorism Center (NCTC) and the position of Director of the NCTC.

**QUESTION 1: What is your understanding of the unique role of the NCTC within the Intelligence Community (IC)?**

The National Counterterrorism Center (NCTC) serves a unique and critical role within the Intelligence Community (IC) and the Homeland Security apparatus, a role that is clearly articulated in law and is paramount to the U.S. government's ability to counter terrorism. The Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) serves as the statutory basis for NCTC's unique role within the IC. Among its provisions, this law directs that NCTC:

- Serve as the primary organization of the U.S. government for analyzing and integrating all intelligence possessed or acquired by the U.S. government pertaining to terrorism and counterterrorism (CT), excepting exclusively domestic terrorists and domestic CT.
- Conduct strategic operational planning for CT activities, integrating all instruments of national power, including diplomatic, financial, military, intelligence, homeland security, and law enforcement activities within and among agencies.
- Ensure agencies have appropriate access to and receive all-source intelligence support necessary to execute CT plans or perform independent alternative analysis.
- Serve as the central and shared knowledge bank on known or suspected terrorists (KSTs) and international terror groups, as well as their goals, strategies, capabilities, and networks of contacts and support.

The law also directs the Director of NCTC to advise the Director of National Intelligence (DNI) on the extent to which the CT program recommendations and budget proposals of the departments, agencies, and elements of the U.S. government conform to the priorities established by the President. NCTC also plays a unique, cross-government role in strategic operational planning.

No other CT component of the IC has this range of responsibilities. NCTC alone has access to all terrorism-related information—both foreign and domestic—that it uses to conduct all-source analysis and maintain the database that underpins all government watchlisting.

**QUESTION 2: What is your understanding of the specific statutory responsibilities of the Director?**

The specific statutory responsibilities of the Director of NCTC are described in Section 1021 of IRTPA. The law requires the Director to report to the President of the United States when exercising the Center's whole-of-government strategic operational planning functions, and to the DNI for all other activities and functions. NCTC's mission, and therefore the mission of its Director, is focused on the prevention, detection, and disruption of acts of terrorism directed against the United States and its interests both at home and abroad.

NCTC and its Director are responsible for ensuring that federal departments and agencies are provided with all-source intelligence support to execute assigned counterterrorism activities. Under the IRTPA, NCTC is the primary organization in the federal government for analyzing and integrating all intelligence pertaining to terrorism and CT. NCTC's unique statutory authorities allow its personnel to draw upon both foreign and domestic intelligence to produce integrated analysis. In addition to supporting federal departments and agencies in the executive branch, NCTC also supports Congress with information and analysis, and—in close partnership with FBI and DHS—provides terrorism information and analysis to the state, local, tribal, and territorial partners. NCTC also provides support to FBI and DHS on purely domestic terrorism issues when assistance is requested.

By law, the Center serves as the U.S. government's central and shared knowledge bank on known and suspected terrorists and international terror groups as well as their contacts and support networks. In order to accomplish this mission, NCTC designs, operates, and maintains a classified database known as the Terrorism Identities Datamart Environment (TIDE). Following watchlisting guidance that the interagency developed and approved, NCTC provides identifying information on KSTs to the FBI's Terrorist Screening Center to support watchlisting and screening by other federal agencies and departments.

Finally, the Director of NCTC also serves as the National Intelligence Manager for CT (NIM-CT) intelligence matters for the DNI. In this role, the Director leads the CT community in identifying knowledge gaps in CT analysis and focusing collection and production resources on closing those gaps.

**QUESTION 3: Have you discussed with Director Coats his specific expectations of you, if confirmed as Director, and his expectations of the NCTC as a whole? If so, please describe these expectations.**

Yes, I had the opportunity to meet with DNI Coats and we discussed in general terms his expectations. We must ensure that NCTC maintains a steady pulse on the terrorism threat as our country faces an array of other national security threats. The Center must fulfill its role and obligations to coordinate and share information across the CT enterprise, and maximize its resources to protect the American people. DNI Coats also underscored the need to ensure that the CT enterprise is appropriately positioned to collect and assess intelligence against the highest priority terrorism threats at a time when there are many competing priorities.

*NCTC's Mission*

NCTC leads and integrates the national CT effort by fusing foreign and domestic CT information, providing terrorism analysis, sharing information with partners across the CT enterprise, and driving whole-of-government action to secure our national CT objectives.

**QUESTION 4: What is your assessment of NCTC's current strengths and weaknesses?**

If confirmed, I expect to fully assess on an ongoing basis NCTC's strengths and weaknesses as I guide and direct its future course.

From my perspective, two of NCTC's greatest strengths are its dedicated, integrated, diverse workforce and its unique access to terrorism-related data. Nearly half NCTC's workforce is drawn from across the IC, which creates a collaborative, inclusive atmosphere of professionals with varying IC experiences. NCTC is also undergoing an internal transformation by integrating a number of entry-level employees into the organization to expand the knowledge, skills, and abilities of its workforce to address the evolving terrorist threat. Additionally, NCTC's strong relationship with IC counterparts and its position as the only IC entity with access to all foreign and domestic terrorism data streams allow this uniquely diverse workforce to provide comprehensive, coordinated all-source analysis. I would also note that NCTC does not engage in, or direct, operations, and I see this as a strength that allows NCTC a neutral perspective for CT analysis and strategic operational planning.

NCTC is challenged in its ability to attract and retain this dynamic staff and fully exploit all data to which it has access. NCTC relies on the skills and backgrounds of military, law enforcement, intelligence, and other national security analysts, but the current environment creates challenges to maintaining this diverse workforce. For example, our partners' long-term budget uncertainty—despite the budget agreement in place for fiscal year 2019—and divestitures of assets allocated to the CT mission complicate interagency efforts to provide detailees to the Center. To manage and fully exploit the data to which it has access, NCTC must continue to invest in technology-based tools to power more comprehensive data analysis, increase the speed of information sharing and collaboration, and automate production workflows. Although the IC is investing heavily in new data analytic tools, many of these efforts will be sub-optimized unless complex data management and use issues are resolved.

**QUESTION 5: What do you believe are the greatest challenges facing the NCTC?**

NCTC's greatest challenge is maintaining the ability to innovate and adapt as quickly as our adversaries—both at home and abroad—whose methods are constantly shifting particularly on the technological front. One way to stay ahead is to maintain a diverse and skilled workforce; however the current environment creates challenges to appropriately staffing the Center. The processing time required to bring individuals from outside the IC hampers our ability to recruit people with critical skillsets, such as data scientists and data analytic specialists who are being competitively recruited by other government agencies and private industry.

Like many other organizations, NCTC also faces “big data” challenges and the growing role of social media in counterterrorism analysis. NCTC’s focus on technology and data analytics, including attracting and retaining data scientists, is therefore paramount.

Additional challenges include leaks of sensitive or classified information that have handicapped IC collection efforts and the proliferation of communications technology that has complicated NCTC’s efforts to identify and mitigate terrorists and plots.

**QUESTION 6: Please explain your vision for the NCTC, including your views on its current and future priorities and what the organization should look like five years from now.**

In the 14 years since its establishment, NCTC has made significant progress in fulfilling the vision set out by the 9/11 Commission and Congress in 2004 and I believe that NCTC has become a recognized leader in the CT community. I cannot emphasize enough the importance of people, partnerships, information sharing, and technology to achieving Congress’s vision for NCTC, positioning NCTC for future challenges and countering the complex, evolving, and diverse threat we face as a country. If confirmed, I will continue to build on the successes of my predecessors to evolve and improve the Center’s capacity to carry out its mission.

First and foremost, the dedicated people of NCTC are its backbone. If confirmed, I will build on my predecessors’ efforts not only to recruit qualified individuals in the IC and private sectors and work with partner IC elements to ensure that NCTC draws staff from across the CT community, but also to care for and develop NCTC officers.

With NCTC’s unique role that spans foreign and domestic spheres, partnerships are key with both colleagues at home and abroad. We cannot mitigate the threat from terrorists alone, so it is of utmost importance for us to work with a range of CT partners, spanning local law enforcement to our allies overseas. I know that NCTC has robust partnerships with foreign partners as well as state, local, tribal, territorial, and private sector partners, and I would, if confirmed, continue to foster these relationships and deepen integration and collaboration to achieve our shared CT goals.

I know that NCTC has made great strides since 9/11, but still faces information-sharing and technical challenges, which impede its ability to holistically analyze an increasing amount of data. Complex policy and other issues associated with data management and use still remain within the IC and across the federal government, and overcoming these issues at NCTC is critical to the success of its watchlisting, screening, and all-source analytic efforts. If confirmed, addressing these issues would be a priority over my period of service as the director.

- For example, I will work to address the challenges of big data, including the ability to exploit and analyze relationships across unstructured data sets that can offer important insights that otherwise would not be discovered.
- I also will focus on recruiting and retaining data scientists, who bring critical skill sets to the challenges presented by rapidly evolving technology and its impact on CT.

Viewing NCTC five years from now, I would envision the Center's position as the leader and integrator of the national CT effort is further solidified, with achievements in recruiting and retaining personnel, developing partnerships, and the "big data" arena that could be applied across other mission areas.

**QUESTION 7: What specific benchmarks should be used to assess NCTC's performance?**

I believe that measuring performance and adjusting course are necessary in any organization in order to progress and meet goals. I understand that in its NIM-CT role, NCTC uses measures to assess progress for the IC and these can, at least in part, be applied to measure NCTC's progress and complement internal Center benchmarks.

NCTC evaluates the IC's progress against high priority CT intelligence gaps and assesses customer satisfaction with overall CT intelligence. NCTC hosts experts at the end of each fiscal year to identify and develop CT priority intelligence gaps, which are topics that deserve particular analytic attention during the course of the year, and measures IC progress to fill these gaps. NCTC also annually surveys a broad range of customers from five customer segments—DoD/Warfighter, Homeland Security, Law Enforcement, Policy and non-Departmental Intelligence—to determine its satisfaction with CT intelligence support.

As I mentioned earlier, NCTC also uses internal measures to assess NCTC's performance supporting key customer needs in several areas, including counterterrorism intelligence, terrorism identities intelligence, and situational awareness services. NCTC gauges readership and feedback from NCTC products online through its "Current" portal, which is available at the Top Secret/compartimented and Secret levels, and engages regularly with customers that range from federal departments and agencies to state, local, tribal, territorial and private sector partners to assess how best to serve them. NCTC monitors screening systems for timeliness, ensuring it meets the Department of State goals, and compliance requirements associated with the storage and use of information that mission partners provide.

*State and local governments*

**QUESTION 8: What is the role of NCTC in producing and disseminating intelligence for state, local and tribal partners?**

In coordination with FBI and DHS, NCTC produces and disseminates terrorism and CT intelligence for state, local, tribal, territorial and private sector partners, in support of FBI's and DHS's responsibilities to produce and disseminate intelligence for these consumers.

NCTC's primary activity for identifying, producing, and disseminating relevant intelligence to these consumers is the Joint Counterterrorism Assessment Team (JCAT). JCAT, a joint organization staffed by NCTC, DHS, and FBI and housed in NCTC, is the successor to the Interagency Threat Assessment and Coordination Group, created by the Implementing Recommendations of the 9/11 Commission Act of 2007 and decommissioned in 2012 when its authorization for appropriations expired.

JCAT's mission is to improve CT information sharing and enhance public safety in the U.S. Homeland by performing collaborative intelligence production, conducting outreach and education, and providing support to CT partners in the planning, delivery, and evaluation of exercises and training.

JCAT products are always coordinated through the intelligence analysis components of NCTC, DHS, and FBI, and reviewed by public affairs, civil liberties and privacy, domestic disclosure, pre-publication and legal entities at DHS, FBI, ODNI, and NCTC before dissemination. JCAT disseminates intelligence products through about a half-dozen U.S. government information sharing mechanisms across systems of all classification, including FBI's Law Enforcement Enterprise Portal website, DHS's Homeland Security Information Network website, and NCTC's classified Current website.

In addition to federal officers from FBI, DHS, and NCTC, JCAT is supported by non-federal public safety officers, including law enforcement, fire service, emergency medical services, and emergency management. Non-federal public safety officers assigned to JCAT receive security clearances and assist their federal counterparts in identifying, producing, and disseminating CT intelligence to state, local, tribal, territorial and private sector consumers. This unique staffing construct is the key to JCAT's success.

Separately, NCTC's Operations Center produces two situational awareness products—The Counterterrorism Weekly and the Counterterrorism Digest—at the Unclassified//For Official Use Only (U//FOUO) and unclassified levels respectively, which are compendiums of international and domestic news intended to provide a common threat picture of counterterrorism events from around the globe to domestic first responders, international partners, and the private sector. The Directorate of Intelligence also produces products at the FOUO and unclassified levels for these customers, including a widely acclaimed semi-annual magazine called "Alliance" as well as "The Beacon," aimed at private sector partners.

**QUESTION 9: How is that role different than that of the FBI and the Department of Homeland Security?**

The FBI and DHS have independent statutory missions to provide terrorism information directly to state, local, and tribal governments.

In compliance with its statutory charter, the IRTPA, and the National Security Act of 1947, as amended, NCTC supports FBI and DHS in carrying out their missions. NCTC has access to the full range of U.S. government CT intelligence to inform products for state, local, tribal, territorial and private sector customers, in support of FBI and DHS. As the primary organization in the U.S. government for analyzing and integrating all intelligence possessed or acquired by our federal departments and agencies in regard to terrorism and counterterrorism, NCTC is uniquely qualified to ensure DHS and FBI have access to and receive all-source intelligence support to execute their missions.

**QUESTION 10: What is your understanding of the amount and nature of cooperation among NCTC, FBI, and DHS?**

I understand that NCTC works very closely with DHS and FBI through daily engagements, support to counterterrorism programs, and collaboration on a range of terrorism-related intelligence production. A few examples include:

- NCTC leads daily secure video conferences to discuss current threats. This regular cooperation continues with informal and formal analytic exchanges that support the development of intelligence products, including those that are specifically tailored for state, local, tribal, territorial and private sector partners.
- NCTC engages with DHS and FBI through its CT exercise program and intelligence support for security efforts at major domestic special events.
- NCTC regularly co-authors intelligence assessments with FBI and DHS, particularly on threats to the U.S. Homeland.
- NCTC, DHS, and FBI participate in weekly Counterterrorism Security Group meetings on threats to U.S. personnel, to provide the policy community with a common picture of such threats.
- NCTC collaborates with and includes input from DHS and FBI to develop whole-of-government CT plans, strategies, and assessments.

Additionally, I understand that NCTC integrates DHS and FBI officers into the Center and NCTC officers support DHS and FBI. This colocation of people, resources, and information ensures robust and continuous interaction, communication, and cooperation between NCTC, FBI, and DHS. I understand DHS and FBI have senior representatives assigned to NCTC who provide close coordination. Moreover, the Operations Center, which is collocated with FBI CT Watch and JCAT, hosts a Homeland desk staffed by specially-trained DHS officers who are knowledgeable of all DHS resources and data sets. It is also my understanding that NCTC has deployed eleven representatives throughout the United States who work hand-in-hand with DHS and FBI field elements.

**QUESTION 11: If confirmed, what priority would you give this issue?**

If confirmed, one of my top priorities would be ensuring that NCTC, DHS, and FBI continue to work together to provide state, local, tribal, territorial and private sector partners with timely and accurate information on terrorism because these partners play a unique and critical role in our national security efforts, often serving as the front line when it comes to the threat of homegrown violent extremists. Effective sharing with these partners enhances their capabilities to recognize and effectively respond to suspected terrorism and violent extremism activities, while simultaneously protecting our privacy and preserving our civil liberties.

Based upon my previous service and discussions with current NCTC staff, it is clear these partners have a critical need for NCTC information and assistance to understand and address the threat in their communities. NCTC is uniquely positioned to integrate intelligence and augment information sharing with these consumers. In addition, JCAT, with staffing from non-federal public safety partners, is positioned to recognize and tailor terrorism and counterterrorism products for state and regional fusion centers as well as first responders that enhance public safety across the U.S. NCTC is always looking for options to expand collaboration with federal partners.

### *Strategic Operational Planning*

#### **QUESTION 12: What unique role does strategic counterterrorism analysis conducted at NCTC play, as compared to the analysis produced by other components of the Intelligence Community?**

NCTC's role as the single repository for all CT information within the U.S. government provides the Center with the unique ability to analyze and integrate all sources of intelligence pertaining to terrorism and counterterrorism, both foreign and domestic. Additionally, NCTC's lack of operational and collection equities enables it to provide unbiased assessments. Unlike other IC agencies, NCTC coordinates all of its intelligence assessments with other IC partners, enabling its products to serve as a single voice that reflects the opinions of the entire CT community.

#### **QUESTION 13: To what extent does the Directorate of Strategic Operational Planning Develop interagency plans for counterterrorism operations?**

Since the establishment of the Directorate of Strategic Operational Planning (DSOP), successive administrations have increased their reliance on DSOP's statutory role in strategic operational planning. DSOP effectively uses its mandate to develop whole-of-government CT plans to engage in cross-agency collaboration as directed by the National Security Council (NSC) to support policy implementation. NCTC plans address a variety of CT objectives to include regional and functional CT issues, such as terrorism prevention and weapons of mass destruction. It is my understanding that the strategic operational planning process integrates all phases of the planning cycle—developing a plan, monitoring its implementation, and assessing its effectiveness and resource allocations—and creates communities of interest to coordinate and integrate implementation. DSOP-led plans and strategies generally are not focused on specific counterterrorism operations, but incorporate all instruments of national power—which may include counterterrorism operations—as lines of effort within broader counterterrorism strategies and plans.

**QUESTION 14: To what extent does the Directorate coordinate or integrate the strategic planning of components of the Intelligence Community, the Department of Defense, and other components of the U.S. Government?**

When DSOP is designated as the lead planning entity by the NSC staff, DSOP-led strategies and plans incorporate the inputs of, and are developed in coordination with, the intelligence, strategic planning, policy, and other components of U.S. government departments and agencies. DSOP has engaged and involved more than 20 departments and agencies as it developed strategic operational plans during the last six years. These organizations include IC agencies, the Department of Defense, as well as many organizations that are not traditionally thought of as national security entities, such as the Departments of Education and Health and Human Services. Through its efforts, DSOP ensures there are representatives from all departments and agencies that provide the elements of national power that are necessary to achieve the objectives for a particular planning effort. Upon approval by the White House, DSOP-led strategies and plans also help guide the implementation of these departments' and agencies' counterterrorism plans and efforts. Once the plans are put into effect, DSOP assesses progress against the goals and objectives of the plan and whether the federal government has resourced the effort. If confirmed, I will continue this vital outreach so we are certain that NCTC's strategic operational plans are able to leverage all elements of national power against our terrorist adversaries.

**QUESTION 15: Please describe your assessment of the challenge presented by this responsibility and what should be done to improve NCTC's performance of it.**

Terrorism in all of its forms is becoming increasingly diffuse and complex, making DSOP and its interagency partners' efforts to develop effective strategies and plans more challenging. The complexity of the threat has also led to a greater number and diversity of CT partners and interagency tools to integrate and coordinate. Since its creation, DSOP has been able to work collaboratively with its interagency partners to integrate U.S. government activities to counter the CT threats we face. DSOP benefits from its position as an honest broker and can, therefore, help to coordinate issues among departments and agencies. If confirmed, I will ensure that DSOP continues to be seen by the interagency as an honest and willing partner that can effectively coordinate and integrate all elements of national power in support of our nation's CT objectives. To the extent that I identify any challenges in this effort, or ways to improve NCTC's strategic operational performance, if confirmed, I will work to expeditiously resolve these issues.

**QUESTION 16: What is the role of the Director of NCTC in developing the National Intelligence Priorities Framework (NIPF) with regard to counterterrorism?**

The Director of NCTC is responsible for overseeing the development and implementation of the NIPF-CT priorities. The NIPF-CT Priorities List is the IC's list of terrorism priorities, which informs IC decisions on collection, analysis, and resource allocation against terrorist groups, states supporting terrorist activities, and other terrorism-related issues based upon the degree of threat they pose to U.S. national security as well as policymaker interest. These priorities are updated on a quarterly basis with support from IC elements and integrated into the ODNI's overall NIPF process.

To the maximum extent possible, I want to ensure NIPF-CT priorities provide clear guidance to the IC agencies and do not generate conflicts with the other priorities identified by other elements of the IC so that we can ensure the most effective and efficient allocation of our critical resources. In addition, NCTC participates in NIPF Zero Based Reviews to present NIPF Priority topics on behalf of the chemical, biological, nuclear, and radiological community. If confirmed, I will support our important role in the NIPF-CT priority process.

**QUESTION 17: What is your view of the proper role of Congress in overseeing the activities of the Directorate of Strategic Operational Planning?**

I believe the Congress is obligated to exercise its oversight role over all of NCTC's activities, including those activities undertaken by DSOP. Pursuant to the IRTPA, NCTC conducts strategic operational planning at the direction of and in support of the President and the Executive Office of the President. If confirmed, I will continue to work closely with the Congress to facilitate its ability to perform its oversight function in keeping with accommodations agreed upon by NCTC and the Committee.

*National Intelligence Manager*

As the Counterterrorism Mission Manager for the IC, the Director of NCTC identifies intelligence gaps and resource constraints and sets collection and analytic priorities.

**QUESTION 18: What is your vision of the Director of NCTC in the role of mission manager?**

The role of mission manager allows the Director of NCTC the privilege to be a proactive leader in both the IC and the CT community. If confirmed, I will ensure that I prioritize this role given an increasingly diversified threat landscape and competing national security concerns to ensure that the CT community maintains a steady pulse on the terrorism threat.

I view this role to be an honest broker who can work across the CT enterprise to balance risks, find efficiencies and opportunities for collaboration, and, when necessary, communicate difficult options for senior policymaker decisions. In the IC, there is a tremendous demand placed on our limited national collection platforms, analytic resources, and other capabilities that are shared with other vital national security priorities. The NIM role is important to me because I believe it is vital to work across our community, as partners, to ensure we all understand how we are efficiently and effectively using our collective resources.

I am a believer in the importance of well-drafted strategies that are monitored and assessed. Our priorities and overall approach for the IC are set by the National Security Strategy, the National Strategy for Counterterrorism, and the National Intelligence Strategy. To effectively execute these strategies, I will promulgate a Unifying Intelligence Strategy for CT that sets our priority issues and the plan of action for addressing them. This strategy will also support the development of recommendations to the DNI that provide a basis for his resource guidance to the IC.

**QUESTION 19: What is the role of the Director of NCTC in providing guidance with regard to the allocation of resources among, and within elements of the Intelligence Community? Please describe how the Director of NCTC should identify unnecessary or less critical programs and seek to reallocate funding, within resource constraints.**

I believe that the role of the mission manager is to provide resource guidance to the CT community and serve as the principal adviser to the DNI for counterterrorism priorities. To fulfill this role, which is outlined within the IRTPA, the Director of NCTC is charged to collaborate with CT program managers across the IC to understand resource priorities, shortfalls, and redundancies. The Director's ability to identify critical resource investments and be an effective advocate and leader for the CT community within the intelligence planning, programming, budgeting and execution process. If confirmed, I will build close partnerships with interagency partners to position NCTC and our many partners to work as one CT enterprise.

**QUESTION 20: What are the most important counterterrorism gaps or shortfalls across the Intelligence Community?**

As the last 17 years have proven, terrorism is an adaptive threat and the U.S. government's ability to identify gaps and shortfalls in a timely and efficient manner is vital to our continued success. That said, three issues that most concern me are adapting to the rapid pace of technology, managing and most efficiently exploiting large volumes of IC data, and efforts to improve screening and vetting capabilities.

First, in our current environment, the rapid pace of technology has allowed opportunities to support NCTC's mission, while also providing our adversaries new abilities to use it against us. In order to stay ahead of our adversaries, NCTC must find ways to appropriately acquire and adapt new technologies while mitigating the threat of terrorist use of technology.

Second, the IC has the benefit of large datasets; however, it must identify solutions to effectively standardize, integrate, and process increasingly large holdings. This "big data" management solution must also include innovative approaches to information sharing and access. Data management and integrity is vital to NCTC's efforts supporting the No Fly list and other screening mechanisms and providing our international partners the timely and actionable information they need to keep terrorists from reaching the U.S. Homeland.

Finally, there are a myriad of challenges related to screening and vetting. One that comes to mind is the challenge of integrating biometric data, such as fingerprints and facial images, into screening of biographic data. In addition, we must move from a name-based system to a persona-based system of performing identity intelligence.

All of these issues require serious investments in time and resources, but I believe they are critical advancements that must be addressed for continued IC success.

*Congressional Oversight*

**QUESTION 21: What do you understand to be the obligation of the DNI, and the Director of the NCTC in support of the DNI, to keep the congressional intelligence committees fully and currently informed about matters relating to compliance with the Constitution and laws?**

If confirmed as the Director of NCTC, I assure you that I will continue to abide by the responsibility to keep Congress fully and currently informed, consistent with the law. I understand the standard for meaningful compliance with this obligation to mean that congressional notifications must be timely, accurate, and complete to be effective.

I believe that communicating with Congress on a regular and continuing basis enables us to further our collective ability to address the threats we face today, prevent further terrorist attacks, and remain in compliance with American laws. Given the fact that most of the activities of NCTC and the IC must remain classified, this relationship only becomes more important. Intelligence oversight is critical to the successful operation of the IC, but it can only be effective if the IC—as I do—views the intelligence committees as true partners and keeps them fully and currently informed of their activities.

*Professional Experience*

**QUESTION 22: Please describe specifically how your experiences will enable you to serve as the Director of NCTC, and how these experiences would enable you to serve effectively in the future.**

If confirmed as the Director of NCTC, I will draw on a wide range of personal and professional experiences, particularly those that have a connection to the destructive effects of terrorism. These include:

- My close personal connection to the terrorist threat our country faces gives me an unwavering sense of urgency, energy, and passion for the mission. I've lost friends in this fight, and the destruction and devastation caused by violent extremism. My family's deep dedication to public service in the military, law enforcement, and our public schools inspires me, and if confirmed, I will bring that spirit of service to work daily.
- As an officer in the U.S. military and the deputy director of NCTC's Directorate of Strategic Operational Planning, I gained an appreciation for the important role intelligence plays in supporting and informing the operations led by the U.S. military in support of CT policy. These efforts were effective because of unbiased analysis. I will speak truth to power and protect NCTC's analytic objectivity because of the vital role it plays in the security of our country.

- My experience as a member of the National Security Council's Counterterrorism Security Group—a key forum to synchronize U.S. policy efforts and coordinate U.S. response to threats to U.S. interests globally—has cemented my view of the importance of partnering domestically and internationally for CT outcomes that support U.S. government policy, as well as the importance of personal relationships and trust as the key facilitators to those partnerships. If confirmed as the Director of NCTC, I will continue to build partnerships with foreign and domestic partners to enable NCTC's mission of leading and integrating our national CT effort.
- My work in industry provided me with firsthand experience of how the U.S. government can partner effectively with the private sector. As NCTC addresses the rapid evolution of technology and proliferation of information, we can leverage best practices from myriad of industries to stay ahead of the terrorism threat.
- Finally, my experience serving as a career Naval Special Warfare Officer (SEAL) instilled in me the value of teamwork and the importance of people to mission. As a leader, I have witnessed how a group can truly be more than the sum of its parts. If confirmed, I will build on NCTC's efforts to recruit, develop, and retain NCTC's most vital resource—our people—and further NCTC's value of collaboration.

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OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE  
DIRECTOR OF LEGISLATIVE AFFAIRS  
WASHINGTON, DC 20511

The Honorable Richard Burr  
Chairman  
Senate Select Committee on Intelligence  
United States Senate  
Washington, DC 20510

The Honorable Mark R. Warner  
Vice Chairman  
Senate Select Committee on Intelligence  
United States Senate  
Washington, DC 20510

Dear Chairman Burr and Vice Chairman Warner:

This correspondence responds to Questions for the Record entered by Senator Tom Cotton (R-AR) and Senator Susan Collins (R-ME) for VADM Joseph Maguire for his July 25, 2018 open confirmation hearing for the position of Director of the National Counterterrorism Center. The requested information is enclosed.

If you have any questions, please contact the Office of Legislative Affairs at (703) 275-2474.

Sincerely,

\_\_\_\_\_  
Benjamin T. Fallon

\_\_\_\_\_  
Date

Enclosure:  
Responses to Questions for the Record from the July 25, 2018 Confirmation Hearing before the Senate Select Committee on Intelligence

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**Hearing Date: 25 July 2018**  
**Committee: SSCI**  
**Member: Sen. Tom Cotton (R-AR)**  
**Witness: VADM Joseph Maguire**  
**Info Current as of: 27 July 2018**

It has been publicly reported that on Saturday, June 30, 2018, a Belgian security unit detained a married couple of Iranian origin at a traffic stop in a residential neighborhood of Brussels. They were found to be carrying 500 grams of the military-grade explosive TATP along with a detonation device, which the couple allegedly obtained in Luxembourg from a Vienna-based Iranian diplomat.

Further, it was reported that on Sunday, July 1, 2018, German Security forces detained the Iranian diplomat and three companions. The Iranian diplomat was reportedly racing back to Vienna where he had diplomatic immunity.

While these operations were unfolding, French officials reportedly detained several Iranian-origin nationals linked to the Brussels suspects.

**Question 1:** What does this report tell you about the brazenness of Iranian intelligence services to commit attacks in Europe that would kill hundreds if not thousands of peaceful European citizens?

**Answer:** Stepping back and looking at this thwarted attack in the referenced news report, it appears that Iran lacks a clear understanding of U.S. and European decision calculus regarding terrorist activity. It also suggests that Tehran views Iranian dissident groups as an enduring threat to its national security, such that it is willing to conduct lethal operations against these groups in Europe despite the possibility of killing or injuring European and U.S. citizens, potentially including high-ranking U.S. officials.

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**Hearing Date: 25 July 2018**  
**Committee: SSCI**  
**Member: Sen. Tom Cotton (R-AR)**  
**Witness: VADM Joseph Maguire**  
**Info Current as of: 27 July 2018**

**Question 2:** Is there any doubt in your mind that Iran is still the number one state sponsor of terrorism in the world today?

**Answer:** I have no doubt that Iran is the number one state sponsor of terrorism today, and I would refer back to my statement for the record that, in addition to being the world's most active state sponsor of terrorism, Iran is by far the most prolific financier of terrorist organizations in the world.

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**Hearing Date: 25 July 2018**  
**Committee: SSCI**  
**Member: Sen. Tom Cotton (R-AR)**  
**Witness: VADM Joseph Maguire**  
**Info Current as of: 27 July 2018**

**Question 3:** On Sunday evening, at the Reagan Library, Secretary Pompeo described how the Iranian security services are getting rich at the expense of the general population and that sanctions targeting the Iranian economy will not go away while attacks like these continue. Do you agree with Secretary Pompeo?

**Answer:** Should I be confirmed as director of NCTC, I would reach back to the experts in my organization and the broader intelligence community to understand how the current social and economic environment in Iran might impact the terrorist threat posed by Iranian-aligned groups worldwide.

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**Hearing Date: 25 July 2018**  
**Committee: SSCI**  
**Member: Sen. Tom Cotton (R-AR)**  
**Witness: VADM Joseph Maguire**  
**Info Current as of: 27 July 2018**

**Question 4:** What kind of response is required by the Germans, Austria, French, Belgians, and others so that Iran realizes that this kind of state sanctioned terrorist behavior will not be tolerated?

**Answer:** I stated during my testimony how important partnerships are and as NCTC Director, if confirmed, I would ensure that we continue to work closely with U.S. partners and allies, such as the Germans, Austrians, French, and Belgians, to ensure that Iranian terrorist operations will not endanger innocent civilians across the globe. As the disrupted plot in Paris demonstrates, when our allies understand the depth and breadth of Iranian malign activities, our relationships grow even stronger and we can successfully disrupt these terrorist operations. I hope a lawful conviction will send a strong message to the Iranian regime that these actions will not be tolerated. The disruption of the plot in Europe appears to have required security officials across several countries to work together to share information, a positive sign for the future. Overall, I will champion a U.S. position that will support and encourage our European partners to join us in confronting Iranian maligned activities around the world.

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**Hearing Date: 25 July 2018**  
**Committee: SSCI**  
**Member: Sen. Susan Collins**  
**Witness: VADM Joseph Maguire**  
**Info Current as of: 27 July 2018**

**Question 1:** NCTC's most important resource is its people. The organization is unique in the community, however, by its reliance on detailees. What is your plan to attract and retain talented staff for multiple years from other agencies?

**Answer:** I agree that the people and the unique skills, knowledge, and backgrounds that each person brings are critical to NCTC mission success and are its most important asset. NCTC relies heavily on detailees from other departments and agencies to achieve this success. The experiences these officers bring to the Center are vital to every aspect of NCTC's mission and continuing to attract and retain detailees will be one of my highest priorities. I will need to build strong relationships with my interagency partners to ensure that they understand the value of having their employees do rotations in NCTC. In order to ensure that we get that buy-in from other agencies, I believe a first step is to conduct a thorough review of NCTC's mission-critical staffing requirements. This review is vital to make informed decisions on how to prioritize our needs ahead of any engagement with our partner departments and agencies on this issue. In addition, NCTC must continue to foster a workplace that is inclusive, dynamic, and viewed as career-enhancing by our partner agency workforces.

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**Hearing Date: 25 July 2018**  
**Committee: SSCI**  
**Member: Sen. Susan Collins**  
**Witness: VADM Joseph Maguire**  
**Info Current as of: 27 July 2018**

**Question 2:** In Wednesday's hearing you discussed the perennial "lanes in the road" challenge regarding how the IC covers CT issues. CIA's Counterterrorism Mission Center and NCTC's Directorate of Intelligence remain the two most obvious areas of overlap, especially on strategic terrorism analysis. What is your position on how these two organizations should cover CT and how would you implement this as the next National Intelligence Manager for Counterterrorism?

**Answer:** In an environment of competing national security priorities and resource constraints, I understand how minimizing any redundancy—analytic or otherwise—is critical. I believe NCTC is well-positioned to identify redundancy in terrorism analysis across the IC and to work with the ODNI and the broader IC to reduce such instances. I understand that NCTC is already taking steps to systematically and objectively look into this issue and identify potential unnecessary redundancies across the U.S. counterterrorism community. For example, I know NCTC is examining the extent of analytic redundancy in CT-focused finished products, and should I be confirmed, I look forward to learning more about the detailed findings. I know from discussions with NCTC leadership the Center takes efforts to monitor planned and published CT articles in other product lines to avoid unwanted redundancy and minimize the impact for the Center's customers. If confirmed, I am committed to continuing this review process started by NCTC and to taking a hard look at the "lanes in the road" issue with NCTC's IC partners to reduce unnecessary redundancy.

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**SELECT COMMITTEE ON  
INTELLIGENCE**

UNITED STATES SENATE



**QUESTIONNAIRE FOR COMPLETION BY  
PRESIDENTIAL NOMINEES**

REVISED: APRIL 2011



**INSTITUTE FOR DEFENSE ANALYSES RESEARCH ANALYST ALEXANDRIA, VA 1986-1988**

**OFFICE NAVAL INTELLIGENCE (FORMERLY NAVY TECHNICAL/OPERATIONAL INTELLIGENCE CENTER)**

<b>INTELLIGENCE RESEARCH SPECIALIST</b>	<b>SUTLAND, MD</b>	<b>1988-1991</b>
<b>U.S. ATLANTIC COMMAND INTELLIGENCE ANALYST</b>	<b>NORFOLK, VA</b>	<b>1991-1998</b>
<b>U.S. COAST GUARD INTELLIGENCE (CG2) POLICY/OPERATIONS</b>	<b>WASHINGTON DC</b>	<b>1998-2003</b>
<b>OFFICE OF UNDERSEC DEF INTELLIGENCE DIRECTOR</b>	<b>PENTAGON</b>	<b>2003-2009</b>
<b>INTELLIGENCE AND NATIONAL SECURITY ALLIANCE PRESIDENT</b>	<b>ARLINGTON, VA</b>	<b>2009-2012</b>
<b>NATIONAL GEOSPATIAL INTELLIGENCE AGENCY COO</b>	<b>SPRINGFIELD, VA</b>	<b>2012-2015</b>
<b>NOBLIS-NSP</b>	<b>PRESIDENT</b>	<b>FALLS CHURCH, VA 2015-2018</b>
<b>NOBLIS</b>	<b>VICE PRESIDENT</b>	<b>RESTON, VA 2018 - PRESENT</b>

**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):**

**UNPAID CONSULTANT TO THE UNDERSECRETARY DEFENSE INTELLIGENCE 2009-2012**

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

- INTELLIGENCE ANALYSIS
- INTELLIGENCE OPERATIONS
- INTELLIGENCE OVERSIGHT
- PROGRAM MANAGEMENT
- INTELLIGENCE POLICY
- HUMAN CAPITAL MANAGEMENT
- ACQUISITIONS
- BUDGET/RESOURCES
- LEGISLATIVE AFFAIRS
- PRIVATE SECTOR PARTNERSHIP
- INNOVATION/R&D

**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):**

Numerous performance awards/Special Act Awards and Letters of Appreciation/Commendation

USCG Commandant Superior Achievement Award, USCG, 2004

National Intelligence Superior Service Medal, 2008

Secretary of Defense Meritorious Civilian Service Medal, 2008

FedSCOOP 50 Award, Fed Mentor of the Year, 2014

Presidential Rank Award, Meritorious, 2015

WashingtonExec Top 30 Execs to Watch 2016

GOVCON WASH 100 for Big Data and Geospatial Leadership, 2017

**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>
NAVAL INTELLIGENCE PROFESSIONALS BOARD OF DIRECTORS		2001-2004
BLESSED SACRAMENT PTO	PRESIDENT	2012-2014
ADVANCED TECHNICAL INTELLIGENCE CENTER BOARD OF DIRECTORS		2012-2013
INTELLIGENCE AND NATIONAL SECURITY ALLIANCE BOARD OF DIRECTORS		2018-PRESENT
GEORGE MASON NATIONAL SECURITY INSTITUTE BOARD OF ADVISORS		2017 - PRESENT

**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?**

Contributed to numerous INSA White Papers to include:

- A. IMPROVING THE ACQUISITION OF SERVICES IN THE INTELLIGENCE COMMUNITY, 2017
- B. SMART CHANGE II: PREPARING THE INTELLIGENCE COMMUNITY WORKFORCE FOR AN EVOLVING THREAT AND FISCAL REALITY
- C. STRATEGIC CYBER INTELLIGENCE
- D. SMART CHANGE: LESSONS OF THE PAST, DIRECTION FOR THE FUTURE
- E. ORGANIZATIONAL CONFLICTS OF INTEREST: AN ANALYSIS OF PUBLIC PRIVATE PERSPECTIVES
- F. COUNTERINTELLIGENCE FOR THE 21<sup>ST</sup> CENTURY

**PART B - QUALIFICATIONS**

14. QUALIFICATIONS (DESCRIBE WHY YOU BELIEVE YOU ARE QUALIFIED TO SERVE IN THE POSITION FOR WHICH YOU HAVE BEEN NOMINATED):

I BELIEVE I AM QUALIFIED TO SERVE THIS POSITION FOR THE FOLLOWING REASONS:

- I AM OUTCOME FOCUSED. I HAVE A PROVEN AND MEASUREABLE TRACK RECORD OF OUTSTANDING PERFORMANCE IN THE PUBLIC AND PRIVATE SECTOR;
- I AM PARTICULARLY STRONG AT BUILDING AND LEADING HIGH PERFORMING TEAMS;
- I AM PASSIONATE ABOUT THE MISSION OF THE STATE DEPARTMENT AND THE INTELLIGENCE COMMUNITY AND POSSESS A DRIVE TO SERVE;
- I HAVE A BROAD COMBINATION OF SKILLS AND EXPERIENCE IN THE PUBLIC AND PRIVATE SECTOR TO LEAD WHICH INCLUDE ALL SOURCE ANALYSIS, PROGRAM MANAGEMENT, INTELLIGENCE POLICY, HUMAN CAPITAL, BUDGET, INTELLIGENCE OPERATIONS, ACQUISITION, ETC.

**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.

YES

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.

NO ARRANGEMENTS HAVE BEEN MADE. I PLAN TO SEPARATE FROM MY CURRENT POSITION AND WILL FORFEIT ANY POTENTIAL BONUS OR OTHER FORMS OF COMPENSATION PENDING CONFIRMATION.

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.

NONE

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 PLANS (AND NO AGREEMENTS) FOLLOWING GOVERNMENT SERVICE

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.

NOT IN GOVERNMENT SERVICE

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.

YES

DELOITTE & TOUCHE, LLC

PRINCIPAL

2009 - PRESENT

HUSBAND'S POSITION IS NOT RELATED TO THE POSITION FOR WHICH I HAVE BEEN NOMINATED.

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.

<u>NAME OF ENTITY</u>	<u>POSITION</u>	<u>DATES HELD</u>	<u>SELF OR SPOUSE</u>
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NONE

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.)

NONE

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.)

DESCRIPTION OF PROPERTY                      VALUE                      METHOD OF VALUATION

PROVIDED IN OGE DISCLOSURE FORMS

- 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.)

NATURE OF OBLIGATION    NAME OF OBLIGEE                      AMOUNT

PROVIDED IN OGE DISCLOSURE FORMS30.                      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

**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.

VIRGINIA  
CALIFORNIA (AS REQUIRED BY MY HUSBAND'S COMPANY)

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.

MY HUSBAND AND I WERE THE SUBJECT OF A LIEN IN 2017. THIS LIEN WAS THE RESULT OF AN INCOME TAX PAYMENT THAT WAS IMPROPERLY APPLIED TO THE WRONG CALENDAR YEAR, 2015 VICE 2014, AND ALSO RESULTED IN A LATE FEE. I ONLY LEARNED OF THIS ERROR WHEN MY SECURITY CLEARANCE WAS BEING UPDATED LAST YEAR. THIS WAS REMEDIED WHEN IT CAME TO OUR ATTENTION. I WILL PROVIDE A COPY OF THE FORM 668 WHICH PROVES RELEASE OF THE LIEN AND CONFIRMS THAT THE MATTER WAS RESOLVED. MY HUSBAND'S EMPLOYER, DELOITTE AND TOUCHE, LLP, HAS PREPARED OUR TAX RETURNS FOR THE LAST TEN YEARS. AN EXTENSION IS FILED EVERY YEAR AND WE FILE OUR RETURN BEFORE THE END OF THE EXTENSION PERIOD.

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.

NONE

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.

NO

ALL PERSONEL FINANCES SHOULD BE COMPLIANT, IF NOT, WE WILL ACCOMMODATE ANY RESTRICTION.

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?

OGE FORMS LAST THREE YEARS OF GOVERNMENT SERVICE (2013-2016)  
I 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, 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, 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, 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, PROVIDE DETAILS.

NO

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, 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.)

NONE

44. HAVE YOU EVER BEEN THE SUBJECT OF ANY INSPECTOR GENERAL INVESTIGATION? IF SO, 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. CI OR NATIONAL SECURITY POLYGRAPH AS REQUIRED BY THE POSITION

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 ASSISTANT SECRETARY OF STATE FOR INTELLIGENCE AND RESEARCH, AND THE INTELLIGENCE COMMITTEES OF THE CONGRESS RESPECTIVELY IN THE OVERSIGHT PROCESS.

CONGRESSIONAL OVERSIGHT OF THE U.S. INTELLIGENCE COMMUNITY REFERS TO THE VITAL ROLE CONGRESS PLAYS IN BUDGET AUTHORIZATION AND APPROPRIATIONS; RIGOROUS REVIEW OF INTELLIGENCE ACTIVITIES AND OPERATIONS; AND ENSURING THE IC OPERATES WITHIN THE CONFINES OF THE LAW.

THE ASSISTANT SECRETARY OF STATE FOR INTELLIGENCE AND RESEARCH (INR) IS THE HEAD OF THE BUREAU OF INR WITHIN THE DEPARTMENT OF STATE. IT'S PRIMARY MISSION IS TO LEVERAGE ALL SOURCES OF INTELLIGENCE TO SUPPORT STATE DEPARTMENT POLICYMAKERS, FOREIGN POLICY AND NATIONAL SECURITY OPERATORS AND EXECUTIVE BRANCH OVERSIGHT WITHIN THE STATE DEPARTMENT FOR SENSITIVE GLOBAL COUNTERINTELLIGENCE AND LAW ENFORCEMENT ACTIVITIES.

THE RELATIONSHIP OF THE ASSISTANT SECRETARY INR AND CONGRESSIONAL OVERSIGHT IS PARTICULARLY IMPORTANT GIVEN THE STATE DEPARTMENT'S ROLE IN THE OVERSIGHT OF ALL U.S. GOVERNMENT ACTIVITIES OVERSEAS. INR COORDINATES ACTIVITIES RELATED TO INTELLIGENCE, SECURITY, COUNTERINTELLIGENCE, INVESTIGATIVE AND SPECIAL OPERATIONS. THIS SHARED RESPONSIBILITY IS ONE OF THE MOST CRITICAL CHECKS AND BALANCES ACROSS GOVERNMENT AND ENSURES THAT STATE INR REMAINS ACCOUNTABLE FOR ITS ACTIONS.

49. EXPLAIN YOUR UNDERSTANDING OF THE RESPONSIBILITIES OF THE ASSISTANT SECRETARY OF STATE FOR INTELLIGENCE AND RESEARCH.

RESPONSIBILITIES OF THE ASSISTANT SECRETARY OF STATE FOR INTELLIGENCE AND RESEARCH (INR) INCLUDE:

- HEAD OF THE BUREAU OF INR WITHIN U.S. DEPARTMENT OF STATE;
- LEAD AND DEVELOP INR STAFF, A CRITICAL RESOURCE FOR U.S. NATIONAL SECURITY;
- SERVE AS THE PRINCIPLE INTELLIGENCE ADVISOR TO THE SECRETARY OF STATE;
- REPRESENT THE DEPARTMENT OF STATE WITHIN THE INTELLIGENCE COMMUNITY;
- PROVIDE SENIOR POLICYMAKERS, DIPLOMATS AND OTHER CONSUMERS OF INTELLIGENCE WITH TIMELY, INDEPENDENT AND RELEVANT ALL SOURCE INTELLIGENCE ANALYSIS;
- OVERSEE GLOBAL INTELLIGENCE AND SENSITIVE INTELLIGENCE-RELATED LAW ENFORCEMENT ACTIVITIES AND ENSURE THAT THEY ARE CONSISTENT AND SUPPORT US FOREIGN POLICY AND NATIONAL SECURITY OBJECTIVES;
- DEVELOP AND STRENGTHEN PUBLIC, PRIVATE AND ACADEMIC SECTOR OUTREACH.

**AFFIRMATION**

I, ELLEN ELIZABETH MCCARTHY, DO SWEAR THAT THE ANSWERS I HAVE PROVIDED TO THIS QUESTIONNAIRE ARE ACCURATE AND COMPLETE.

**SIGNATURE OF ELLEN MCCARTHY  
DATED: JUNE 29, 2018**

**SIGNATURE OF NOTARY  
DATED: JUNE 29, 2018**



**TO THE CHAIRMAN, SELECT COMMITTEE ON INTELLIGENCE:**

**In connection with my nomination to be Assistant Secretary of State for Intelligence and Research, I hereby express my willingness to respond to requests to appear and testify before any duly constituted committee of the Senate.**

**SIGNATURE OF ELLEN McCARTHY**

**DATE: JUNE 29, 2018**

UNCLASSIFIED

Response to the Senate Select Committee on Intelligence

Additional Questions for  
Ellen E. McCarthy upon her nomination to be  
Assistant Secretary of State for Intelligence and Research



July 20, 2018

UNCLASSIFIED

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 1  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

What do you believe are currently the highest priority national security and foreign policy issues for INR?

**Answer:**

The highest priority national security or foreign policy issues for INR are those that occupy the Secretary of State and other national security policymakers on a daily basis, especially those that impact the vital interests of the United States and its allies. These often involve country-specific or regional issues, but also transnational threats and challenges. If confirmed, I will work to ensure that INR and the IC continue to support the President and the Secretary's foreign policy priorities.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 2  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

What unique role does INR's analysis play, as compared to the analysis produced by other IC agencies?

**Answer:**

INR's analysis is unique in part because of its proximity to the Secretary of State and the Department of State's policymakers and its mission of providing timely and tailored intelligence to support foreign policy decision-making. These are worldwide responsibilities; INR needs to be able to provide both country and region-specific analysis, as well as analysis focused on transnational functional issues. It also needs to support policy engagements specific to the Department of State, such as bilateral meetings and multilateral conferences. INR's analysis draws on a unique combination of long-term civilian expertise, IC personnel who have rotated into INR on joint duty assignments, their analytic outreach network and most especially the expertise of the Foreign Service. All of these factors allow INR to provide first-rate analysis that benefits not just the Department but the entire national security community.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 3  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, how would you focus INR's resources to achieve these priorities and ensure that State Department policy makers had sufficient support in these areas?

**Answer:**

One of my priorities will be to ensure that INR has the resources it needs to grow its impact on the Secretary of State's priorities and the Department's global responsibilities. I also will be a strong advocate for enhanced IC collections to support the Secretary's needs. I understand that INR's ability to cover both the high-profile and the "over the horizon" issues is attributable in significant measure to both the deep expertise common among its analysts and the close, daily proximity between INR personnel and their colleagues among policymakers at the State Department. I will certainly work to maintain and even further enhance INR's close relationships with its policy clients.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 4  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, how would you plan to ensure that INR analysts have access to all sources of information available to the IC?

**Answer:**

I understand that INR analysts have access to intelligence reporting, including sensitive compartmented information that is relevant to their portfolio, primarily through the use of the IC's NGT search system. In the very few situations in which an analyst does not have routine access to a particularly sensitive reporting line that becomes relevant to the analyst's work, INR has developed procedures with the other IC collection agencies that permit the analyst to gain access to the relevant information with one-time read-ins. INR coordinates on all IC-joint production, including all PDB articles; in a very few rare instances, because of highly sensitive compartmentalization, coordination by INR or other agencies without access, are waived by ODNI. These rare cases arise where there is a need to protect an extremely sensitive source.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 5  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, how would you ensure that INR analysts provide independent analysis and assessments? How would you ensure that differing assessments are incorporated into final analyses?

**Answer:**

INR has a long history of “telling it like it is” and providing independent analysis to policymakers in the Department. If confirmed, it will be my priority to ensure that INR maintains its analytic independence while holding itself to the highest standards of analytic tradecraft.

Analytical dissents are a normal part of the IC collaboration process. Policymakers appreciate and benefit from knowing when and why analysts disagree. If confirmed I would fully support INR analysts who offer well-grounded dissenting opinions that touch on the major judgments of IC-coordinated products

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 6  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Whom do you consider to be INR's primary customers?

**Answer:**

INR's primary customer is of course the Secretary of State. Its focus is to supply intelligence and analysis for the Secretary and other Department of State officials, and that will be my priority if confirmed. INR analysts also write articles for the President's Daily Briefing and other IC joint products, and regularly coordinate and collaborate with other intelligence community elements on a wide range variety of analytic products intended for the broader national security community. If confirmed, I look forward to reviewing INR's current activities and hearing from Department policymakers on their needs to advance U.S. foreign policy.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 7  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, how would you direct INR's analytical resources to fulfill its mission to those different customers?

**Answer:**

While INR's primary focus is to supply intelligence and analysis for the Secretary of State and the Department, the requirements of its external customers are often very much in line with their priority internal State customers. I understand that INR analytic products are widely disseminated and valued across the Executive Branch. INR's Program of Analysis is developed in consultation with INR's policy clients and reflects the priorities of the Department as well as the President's Intelligence Priorities, and the National Intelligence Priorities Framework. If confirmed, I look forward to engaging INR's various clients to better understand their policy support requirements.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 8  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, how do you envision utilizing INR's Office of Analytical Outreach (INR/AO), which exchanges analyses with the private sector to benefit the IC with outside expertise?

**Answer:**

INR has a leading role in analytic outreach in the Intelligence Community (IC) and has been designated as the outreach coordinator on behalf of the National Intelligence Council and is the permanent Co-Chair of the National Intelligence Analysis Board's Analytic Outreach Committee, which is mandated to implement ICD 205 throughout the IC. INR is the only IC element with an office dedicated to analytic outreach. In this capacity, INR convenes experts from the private sector, academia, think tanks, and international and nongovernmental organizations to share their research and analytic insights with IC analysts and USG policy makers to inject a variety of views and new thinking to help inform intelligence analysis. All of INR's exchanges are designed for a broad USG audience in an off-the-record and not for-attribution setting to foster candid discussion with outside experts. I believe that this function is very important for analyst and policymakers, as it helps guard against tunnel vision and group think. If confirmed I will ensure that INR continues to expose the IC and policymakers to diverse perspectives.

UNCLASSIFIED

**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 9  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

What do you understand to be the obligation of the Assistant Secretary of State to keep congressional intelligence committees fully and currently informed about matters relating to compliance with the Constitution and laws?

**Answer:**

If confirmed, I will keep you fully and currently informed about matters relating to compliance with the Constitution and laws. This is a matter of statutory compliance but also good government. I fully appreciate and respect the important oversight role of Congress. If confirmed, I will make myself, my senior team, and INR staff available for meetings and briefings.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 10  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, how would you manage and achieve INR's obligations to the Secretary of State and to the Director of National Intelligence?

**Answer:**

INR is a bureau of the Department and operates under the Department's personnel system, budget, and guidance in a number of respects. In other areas it is under IC authorities. My sense is that the relative roles of INR within the Department and the Intelligence Community are not at odds, but are instead essential to its success. The bureau serves, in other words, as a bridge between the worlds of diplomacy and intelligence, playing a role that is critical for both the Secretary of State and the DNI.

INR's mission is to ensure that well-informed and independent analysis informs foreign policy decisions and that intelligence and counterintelligence activities support America's foreign policy. If confirmed, it will be my priority to work with Secretary Pompeo to understand what he needs from INR and the form in which he needs it. I will ensure that INR continues to make a valuable contribution to the Secretary of State and that INR leverages the global presence of the Department of State to make an important contribution to the Intelligence Community.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 11  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

How do you view INR's role within the Department of State versus INR's support to the IC?

**Answer:**

INR's primary focus is to supply intelligence and analysis for Secretary of State and other Department policymakers. INR also has a role to play as part of the IC. INR analysts write articles for the President's Daily Briefing and other IC joint products, and regularly coordinate and collaborate with other intelligence community elements on a wide range of analytic products intended for a broader national security community. INR coordination officers work closely with other IC elements on collection, evaluation, and intelligence policy issues. INR's role in the worlds of diplomacy and intelligence complement each other and are vital to its success.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 12  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, what would be your role in mediating any differences that should arise between the Office of the Director of National Intelligence and the Department of State regarding National Intelligence Program resource allocation?

**Answer:**

I do not anticipate such differences ever arising, but if they did, I would work with both the DNI and the Secretary to find a solution that would ensure that policymakers continue to receive the intelligence support they need. If a collection resource issue had to be referred to OMB, I will support efforts to achieve a satisfactory resolution.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 13  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Please describe the role of INR in ensuring that the programs and operations of the IC are consistent with, and support, United States foreign policy.

**Answer:**

INR coordinates activities between the Department of State and the IC to ensure that they are mutually supportive and are consistent with foreign policy. I understand it does this in part by maintaining a staff of intelligence professionals who have an expertise in intelligence operations while also tracking foreign policy developments. These professionals brief Department policymakers on intelligence activities, including the likely gains and risks, so that policy makers can make informed judgments about whatever is proposed.

If confirmed, I will work with senior policymakers to ensure INR's coordination staff continues to have direct access to the Department's most senior officials and can provide them the benefit of their insight, expertise and ability to reach into the IC for more information. These professionals also can communicate policy guidance to the IC in secure channels.

If confirmed, I will maintain this critical INR function and work to ensure that INR supports State policymakers so that they can make fully informed decisions.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 14  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

What role should INR play in advocating on behalf of Department of State policymakers for expanded “read in” to compartmented collection activities (and analyses derived from those activities) and covert action programs?

**Answer:**

I believe that we can balance the need to protect sensitive information with the need for access. If INR staff are aware of sensitive intelligence that policymakers need to see in order to do their jobs, I will be prepared, if confirmed, to advocate for that access, while at the same time ensuring that we are doing all that we can to protect sensitive sources and methods.

With respect to covert action programs, and analyses derived from those activities, if confirmed, I will continue to ensure that INR follows the NSC’s security rules. I understand that those rules allow INR to decide who needs to be read in to programs in most cases; if confirmed I will continue INR’s policy of ensuring that the needs of policymakers for access are met but that security rules are also strictly adhered to.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 15  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Do you believe that INR has the structure and resources necessary to support United States foreign policy and Department of State policymakers? Upon what factors do you base your answer?

**Answer:**

I understand that INR has realigned and reorganized resources over the last several years to ensure that it is postured to meet current challenges. Importantly, it created the Office of Technology and Innovation, headed by a Senior Executive Service official, to ensure that INR continues to modernize its IT infrastructure so that INR officers have access to appropriate IT tools and resources, including those available in the wider IC. It also made other changes, including changes that enhanced its ability to support policymakers' requests for cleared language and to participate in the IC's counterintelligence policy work.

I understand that the hiring freeze left INR, like the rest of the State Department, with vacancies but that Secretary Pompeo has lifted the freeze and is pressing the Department to "get back on the field". If confirmed, I will work with resource managers in the Department to determine how and when we can fill INR's most critical vacancies.

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My number one priority will be to ensure that the INR workforce has the resources, tools and tradecraft it need to increase its impact in the already top-notch support it provides the Secretary of State and other Department policymakers.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 16  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Please describe what you believe should be INR's role in supporting United States Chiefs of Missions, in terms of analytic support and in facilitating policy guidance related to collection and covert action programs and operations.

**Answer:**

One of INR's key missions is to ensure that Chiefs of Mission know and understand their intelligence oversight authorities and responsibilities, including their responsibility to clear on sensitive intelligence activities. INR emphasizes that in most cases the Chief of Mission is the only policy maker who decides whether the likely gain from an intelligence operation justifies its risks. To support Chiefs of Mission, INR conducts intelligence oversight training for new Chiefs of Mission and Deputy Chiefs of Mission, arranges briefings at IC elements, and issues guidance on a regular basis.

INR staff is also available 24/7 to respond to requests for information and assistance from Chiefs of Mission around the world. INR actively reaches out to Chiefs of Mission to solicit their views for proposed intelligence activities.

INR makes its analytic products, including foreign public opinion research analysis, available to Chiefs of Mission and other embassy staff. Additionally, INR analysts travel to the field to provide in-person briefings and conduct consultations.

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If confirmed, I intend to ensure that INR is doing all it can to support our Chiefs of Mission.

**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 17  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Is the IC obligated to cease intelligence activities that do not have the concurrence of the Chief of Mission, absent presidential direction?

**Answer:**

It is my understanding that the IC is obligated to suspend intelligence activities that do not have the concurrence of the Chief of Mission and to refer disputes to Washington headquarters elements for resolution.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 18  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Is Chief of Mission concurrence required for intelligence activities, such as certain signals intelligence and cyber operations that affect the country in question but may not be conducted by members of the U.S. mission? What should be the role of INR in ensuring that Chiefs of Mission are aware of these activities?

**Answer:**

My understanding is that Chiefs of Mission would have a role to play in reviewing and providing concurrence for certain types of signals intelligence collection or cyber operations.

INR's role is to ensure that policymakers in the Department and Chiefs of Mission overseas have the opportunity to provide foreign policy review and conduct a risk/benefit analysis when appropriate.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 19  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Should INR have a role in resolving disagreements that arise between Chiefs of Mission and the Department of Defense?

**Answer:**

Whether INR would have a role in resolving any disagreements between the Department of Defense and Chiefs of Mission would depend very much on the nature of the issue. The Bureau of Political-Military Affairs serves as central coordinating offices for many State-DOD issues. INR could have a role to play if the disagreement involved an intelligence issue. I understand that INR is represented on a State Department internal working group that helps ensure appropriate Chief of Mission oversight of certain sensitive DOD deployments overseas and would be one of several bureaus in the working group that would work to resolve any interagency disagreements. In addition, DIA has a senior liaison officer assigned to the State Department who is embedded in INR; this officer and INR work together as appropriate to help resolve intelligence coordination issues that arise at our missions or between the Department and elements of DoD.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 20  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Section 1.8 of Executive Order 12333 tasks the Secretary of State with transmitting reporting requirements and advisory taskings of the Intelligence Community to Chiefs of Mission and disseminating reports received from U.S. diplomatic and consular posts. What should INR's role be in identifying intelligence gaps that could be addressed through diplomatic reporting? What should INR's role be in ensuring that diplomatic reporting is disseminated throughout the Department of State and the Intelligence Community?

**Answer:**

I understand that INR works with the National HUMINT Requirements Tasking Center (NHRTC) to develop National HUMINT Collection Directives and transmits these Directives to U.S. missions overseas. To help facilitate the work of the NHRTC, a senior Foreign Service Officer serves in a leadership position -- as Chair or Vice Chair -- of the NHRTC. In addition, several other lower-level Foreign Service Officers serve in the Center. NHRTC's taskings are considered advisory taskings for the Department, but INR works hard to encourage diplomatic reporting, particularly on issues identified by NHRTC as information gaps that can best be filled by diplomatic reporting. If confirmed I will continue INR's role in championing diplomatic reporting for the benefit of the entire USG.

With respect to distribution of diplomatic reporting, there are well established mechanisms in the Department and the IC to distribute the Department's diplomatic reporting to those who need to see it. Responsibility for the distribution of diplomatic reporting lies outside of INR, but if

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confirmed I will be available to my IC colleagues to help resolve any concerns they have about receiving the diplomatic reporting that they need.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 21  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

If confirmed, what modifications (if any) do you envision for INR personnel, in terms of hiring, structure, promotion, and retention?

**Answer:**

The quality of INR's analysis and production is inextricably linked to its ability to attract, retain and develop a first class work force. I understand that INR already has a highly competitive selection process associated with INR positions to ensure top quality candidates for positions in the bureau. The combination of Civil Service officers who have spent many years on the same account and Foreign Service officers who bring an overseas perspective contributes to INR's reputation for strong, independent analysis.

If confirmed, I would ensure that INR does everything within its power to continue to attract, promote, and retain people of this caliber – individuals with the expertise and integrity that INR is known for.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 22  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Please describe any specific goals that you would have to improve INR?

**Answer:**

To start, I remain incredibly impressed with the high caliber of INR's people and work

If confirmed, I would want to see INR continue to play an important role in serving as the nexus between the State Department and the Intelligence Community. My job would be to ensure that the INR workforce has the tools and resources they need to continue to grow their impact on the State Department mission. I would make it a priority to continue to recruit and develop the deep analytic expertise for which it is renowned, while also looking carefully at INR's longer-term needs. I will want to ensure that INR continues to excel in its coordination function. INR's hiring and resource allocations must reflect the priorities and challenges that our policymakers will confront in the years ahead. In addition to people, if confirmed, I will focus on continuing INR's IT modernization. INR staff should have access to state-of-the-art information technology to enable them to carry out their mission in the most secure way possible. I would work to leverage resources that might be available in the broader IC.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 23  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

How do you intend to protect whistleblowers, ensure that their complaints are treated appropriately, and that they are protected from reprisals?

**Answer:**

If confirmed, I will ensure that all INR employees are aware of their rights and the protections available to them. Presidential Policy Directive-19, Protecting Whistleblowers with Access to Classified Information (PPD-19) ensures that employees serving in the IC can effectively report waste, fraud, and abuse while protecting classified national security information. My role as Assistant Secretary would be to ensure that all staff members feel comfortable coming forward with issues of concern without fear of reprisal.

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**Prehearing Question Submitted to  
INR Nominee Ellen E. McCarthy by  
Senator Burr # 24  
Senate Select Committee on Intelligence  
July 11, 2018**

**Question:**

Please describe specifically how your experiences will enable you to serve as the Assistant Secretary of State for INR, and how these experiences would enable you to serve effectively in the future.

**Answer:**

If confirmed, I will come to State INR with over thirty years of broad mission experience across the IC and the private sector and deep expertise in the business of intelligence (to include vision, strategy, people, budget, requirements). It is this experience and a track record of leaving every organization that I have served more capable than when I arrived that will enable me to serve effectively in the future.

INR's primary missions and some examples of how my experience will enable me to serve as the Assistant Secretary of INR include:

1. **All-Source Analysis and Outreach** –The first ten years of my career were spent as an all-source analyst first at the Office of Naval Intelligence and later as the Deputy Director of Analysis at the Atlantic Intelligence Command. In this capacity I coordinated with INR analysts in the production of National Intelligence Estimates, and was an avid consumer of INR products and where I first gained respect for the caliber of their

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analysts. If confirmed, my primary focus will be to recruit, retain and develop a diverse staff, the INR brand, and make sure that they have the tools and resources that they need. To do this I will draw upon my experience in professional development while serving as the Director of Human Capital Management as the Office of the Under Secretary of Defense Intelligence, where I developed a certification system for analysis that is currently being implemented across the defense intelligence components. I will also be informed by my currently position as the VP for Intelligence and Analytics at Noblis, a nonprofit organization that provides scientific and technical solutions to the national security sectors toughest technical problems. This position has afforded me real insight into the tools and capabilities that INR analysts need, and more importantly what is available to them, to thrive and operate securely in a digital environment.

To support INR's analytic outreach efforts, I will leverage my experience inside and outside of government, with a focus on building upon INR's expertise in foreign policy and intelligence issues. INR's analytic offices include the Office of the Geographer and Global Issues, headed by the Department's Geographer, which represent both the State Department and the broader U.S. government in geographic mapping. My three years of experience as the Chief Operating Officer at the National Geospatial Intelligence Agency has not only provided a deep understanding of the value of geospatial intelligence, and the capabilities that exist in the public and private sector but a great network to leverage in support of the State Department. INR also co-chairs the National Intelligence Analysis Board's Outreach Committee and conducts hundreds of seminars with the private sector, academic and NGO experts on many of the most challenging foreign policy and intelligence issues. Here I will

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apply my experience and network gained while leading the Intelligence and National Security Alliance, the IC's think tank and a forum for collaboration among the public, private and academic sector in tackling the IC most pressing challenges.

2. Intelligence Policy and Coordination – INR also ensures that the IC is supporting the foreign policy mission and conversely that IC missions are informed by foreign policy. In this regard I will draw upon my experience as the Director of Intelligence Operations and Policy at the U.S. Coast Guard. The USCG is a small service, during my time there it was smaller than the New York City police department. Like INR, USCG punched above its weight and that was because of our success in leveraging the IC to support the USCG's law enforcement and defense missions. Also like the State Department, the USCG provided insights and collections that could not be derived from any other source. I will also draw upon my oversight experiences at OUSDI as well as my ability to manage NGA's people, budget and requirements and make sure that they were aligned with the vision of the Director, the DNI and the Secretary of Defense.

I will bring extensive experience across the IC and the private sector and relevant skills should I be confirmed for this position. I will work tirelessly to ensure that INR continues to provide the President, the Secretary of State and other senior policy makers with timely, independent intelligence analysis and that our intelligence activities support our foreign policy and national security objectives.

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**Question for the Record submitted to  
Ellen McCarthy, Assistant Secretary of State for Intelligence and Research Nominee by  
Senator Tom Cotton (#1)  
Senate Select Committee on Intelligence  
July 25, 2018**

**Question:**

What does this report tell you about the brazenness of Iranian intelligence services to commit attacks in Europe that would kill hundreds if not thousands of peaceful European citizens?

**Answer:**

Based on this and other reporting, Iranian intelligence and security services very likely were involved in planning attacks in Europe. It appears Iranian dissidents were the intended target of this most recent incident, rather than mass casualties, but it nevertheless indicates heightened risk tolerance by the regime. Intelligence reporting could corroborate the open source reporting on this case and possibly inform us on broader regime intentions.

**Question for the Record submitted to  
Ellen McCarthy, Assistant Secretary of State for Intelligence and Research Nominee by  
Senator Tom Cotton (#2)  
Senate Select Committee on Intelligence  
July 25, 2018**

**Question:**

Is there any doubt in your mind that Iran is still the number one state sponsor of terrorism in the world today?

**Answer:**

The Department of State has listed Iran as the number one state sponsor of terrorism since 1984. This is an annual determination made by the Department's Counterterrorism Bureau. Iran's ongoing support to Lebanese Hizballah, Palestinian terrorist groups in Gaza, Shia militias in Iraq, and Bahraini militants is confirmation of its status. Iran's continuing refusal to bring to justice Al Qaeda leaders purportedly in its custody further underlines its support for terrorism. Classified information could provide additional detail on Iran's activities relative to other state sponsors of terrorism.

**Question for the Record submitted to  
Ellen McCarthy, Assistant Secretary of State for Intelligence and Research Nominee by  
Senator Tom Cotton (#3)  
Senate Select Committee on Intelligence  
July 25, 2018**

**Question:**

On Sunday evening, at the Reagan Library, Secretary Pompeo described how the Iranian security services are getting rich at the expense of the general population and that sanctions targeting the Iranian economy will not go-away while attacks like these continue. Do you agree with Secretary Pompeo?

**Answer:**

I agree with Secretary Pompeo's statements on the misappropriation of Iran's financial resources by corrupt Iranian elites, including the security services. One only needs to look at the vast inequality in Iran to observe how well-connected regime insiders profit at the expense of the Iranian people. Whether sanctions on Iran will continue is a question that is more appropriate for Administration policymakers to answer.

**Question for the Record submitted to  
Ellen McCarthy, Assistant Secretary of State for Intelligence and Research Nominee by  
Senator Tom Cotton (#4)  
Senate Select Committee on Intelligence  
July 25, 2018**

**Question:**

What kind of response is required by the Germans, Austrians, French, Belgians, and others so that Iranian realizes that this kind of state sanctioned terrorist behavior will not be tolerated?

**Answer:**

If confirmed as INR Assistant Secretary, I would fully support any efforts by State Department policymakers to engage these countries in common responses, including by facilitating the sharing of intelligence while protecting sources and methods. I cannot prescribe specific policy actions that should to be taken by these countries against Iran, but I hope that they will join our efforts to convince the Iranian regime that the world will not tolerate its continued support of terrorism.

**Question for the Record submitted to  
Ellen McCarthy, Assistant Secretary of State for Intelligence and Research Nominee by  
Senator Susan Collins,  
Senate Select Committee on Intelligence  
July 25, 2018**

**Question:**

INR is much smaller than counterparts like CIA that conduct all source analysis. CIA, for example, used to have an entire office devoted to analysis on Iraq, while INR would have a team of analysts—at most—covering the same issue. How do you plan to staff INR and balance competing demands from senior State Department staff and the Intelligence Community?

**Answer:**

I understand that INR compensates for its relatively small size by leveraging its deep expertise (time on account is 17 years on average) and by creating virtual teams that bring together all of the analysts with expertise on a given priority subject. On Iraq, for instance, the bureau formed an “INR Team Iraq” with experts drawn from all of INR’s 13 analytic offices, allowing INR to provide coverage on all key issues, including leadership, internal stability, foreign policy, economic and security issues, as well as WMD, proliferation issues and terrorism. If confirmed, I would build on INR’s team approach to ensure INR has the agility to participate fully in all IC joint production and to provide the Secretary and the Department exceptional coverage on policy priorities.