

**Advance Policy Questions for Owen West**  
**Nominee for Assistant Secretary of Defense for**  
**Special Operations and Low Intensity Conflict**

**Department of Defense Reforms**

**The National Defense Authorization Act for Fiscal Year 2017 included the most sweeping reforms since the Goldwater-Nichols Department of Defense Reorganization Act of 1986.**

**Do you support these reforms?**

Yes. If confirmed, I commit to working with Department of Defense professionals to more deeply understand the reforms and how best to implement them.

**What other areas for defense reform do you believe might be appropriate for this Committee to address?**

If confirmed, I will propose additional reforms to this committee as necessary. My instinct from twenty years in the energy markets is to continue the trend established in the FY 2017 NDAA, adding authoritative and cross-functional speed to blunt quickly shifting threats.

**Section 911 of the National Defense Authorization Act for Fiscal Year 2017 required the Secretary of Defense to establish cross-functional teams to address critical objectives of the Department.**

**Do you agree that the Department must be able to integrate its diverse, functional capabilities well in order to successfully defend the nation from increasingly complex and dynamic security threats? Will you meet this requirement to the best of your abilities?**

In my current job, cross-functional teams are commonplace. If confirmed, I commit to working with Department of Defense professionals to integrate capabilities and support the Secretary's efforts to deal with complex and dynamic threats.

**What is your understanding of the attributes and characteristics of effective cross-functional teams?**

My experience in the business world has taught me that the best cross-functional teams fuse unique perspectives and innovative solutions to complex problems. In short, they allow us to stay ahead of our competitors. But most cross-functional teams fail due to parochialism. The critical components of successful teams are accountability, unified objectives, and an effective and constant evaluation process.

## **Duties**

### **What is your understanding of the role, duties, and functions of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD SOLIC)?**

The Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD SOLIC) is the principal civilian advisor to the Secretary of Defense on special operations and low intensity conflict matters. The ASD SOLIC's principal duty is overall supervision (to include oversight of policy and resources) of special operations and low-intensity conflict activities of the Department of Defense. The ASD SOLIC also is the principal adviser to the Secretary of Defense on special operations capabilities and authorities, counternarcotics efforts and resources, humanitarian assistance and disaster relief, strategies for building partner capacity, and stability operations in accordance with the Under Secretary of Defense for Policy's priorities and guidance.

Additionally, the ASD SOLIC is in the administrative chain of command between the Secretary of Defense and the Commander, United States Special Operations Command (USSOCOM), performing a "service secretary-like" function for the special-operations peculiar administrative matters relating to organization, training, and equipping of special operations forces.

### **What recommendations, if any, do you have for changes in the duties and functions of the ASD SOLIC?**

If confirmed, I look forward to assessing the duties and functions assigned to ASD SOLIC and providing recommendations for changes.

### **Do you believe that there are actions you need to take to enhance your ability to perform the duties of the ASD SOLIC?**

I have studied the history of the office. If confirmed, I will perform a business review of the enterprise that will inform the path forward.

## **Qualifications**

### **What background and experience do you possess that qualify you for this position?**

I'm a futures trader. For twenty years I have grown up in the global energy business, ultimately managing one of the world's largest natural gas risk-reward portfolios. The astonishing growth in domestic energy technology and resources should increasingly become a foreign policy lever.

As a trader, I developed the skill to process disparate real-time data and make decisions before my competitors. That's tactical trading. Over time, I added the crucial skill of business strategy, predicting end states five to ten years away and building teams to take competitive advantage.

I'm trained to look over the horizon at the probabilistic intersection of technology and socioeconomics. If confirmed, I will apply this to the battlefields of the future.

I'm also a Marine and author. My expertise is in small unit infantry and advising foreign forces, a core SOF function. I saw firsthand the leverage the military advisor model provided U.S. forces in Iraq. After my wartime service, I spent two (long) years researching a book on a group of 13 Army reservists who trained a 500-man Iraqi battalion in part to answer the question: Can the United States build friendly indigenous forces in Islamic countries? As part of my research I studied the mixed record of a century of American wars by proxy.

## **Relationships**

**In carrying out your duties, how will you work with the following:**

### **Secretary of Defense**

If confirmed, I will perform my duties as the principal advisor to the Secretary of Defense on all special operations, assisting the Secretary in the development and employment of Special Operations Forces (SOF) to achieve US national security objectives. I will engage the Secretary on US counterterrorism strategy and operations, the use of indigenous forces, offer policy guidance and oversight of international efforts to combat narcotics trafficking and transnational organized crime, and inform the Secretary regarding the Department's support to peacekeeping, humanitarian assistance, and stability operations across the globe.

### **Deputy Secretary of Defense**

If confirmed, I will keep the Deputy Secretary informed as well as provide advice and support on current and future special operations activities, capabilities, plans, and authorities, ongoing and projected counterterrorism efforts and priorities, and the development and employment of stability operations, counternarcotic programs, and peacekeeping efforts. Additionally, I will work closely with the Deputy Secretary on any reorganization plans.

### **Under Secretary of Defense for Policy**

If confirmed, I will work very closely supporting the Under Secretary of Defense for Policy. I will keep the Under Secretary informed as well as provide advice and support on current and future special operations activities, capabilities, plans, and authorities, ongoing and projected counterterrorism efforts and priorities, and the development and employment of stability operations, counternarcotics programs, and peacekeeping efforts.

### **Under Secretary of Defense for Intelligence**

Special operations and intelligence are intertwined. If confirmed, I will establish a close working relationship with the Under Secretary of Defense for Intelligence.

## **Chairman of the Joint Chiefs of Staff**

If confirmed, I plan to maintain a close working relationship with the Chairman. Effective policy and resource oversight of special operations requires continued close coordination and collaboration with the Chairman of the Joint Chiefs of Staff, the Chiefs of Staff, and the Chairman's staff.

## **Service Secretaries and Service Chiefs**

The service secretary-like duties of ASD SOLIC outlined in Section 922 of the NDAA for 2017 require a close working relationship with both the service secretaries and the Chiefs. The key areas of mutual interest include education, promotion, and future configuration. I would also work with them to ensure adequate resourcing of Service-common requirements for Special Operations Forces.

## **Commander of U.S. Special Operations Command**

ASD SOLIC and the Commander, United States Special Operations Command (USSOCOM) must build a close relationship that goes beyond joint oversight and advocacy of our Special Operations Forces. If confirmed, I am committed to work with the commander across the spectrum of issues that affect the current state and future organization of the force. As the direct link to the Secretary of Defense on administrative matters, I will ensure there is a shared vision with clear engineering.

## **Geographic Combatant Commanders**

The Geographic Combatant Commands are in operational control of special operations forces assigned to their units. They are the principal designers of the local military strategy, dictating the employment of SOF forces. If confirmed, I will work closely with the Geographic Combatant Commanders, connecting OSD policy surrounding special operations as necessary.

## **Major Challenges and Priorities**

### **In your view, what are the major challenges confronting the ASD SOLIC?**

The office of ASD SOLIC has never reached the staffing levels as originally envisioned in the Nunn-Cohen Act of 1987. In the ensuing thirty years, the SOLIC portfolio has grown while staffing has remained flat. Section 922 requires additional responsibilities. Against the backdrop of the Budget Control Act, resource increases will be challenging.

Terrorism remains a persistent threat to our national security, and, while ISIS's core has been degraded, the evolving threat of ISIS external operations endures. Many terrorist networks that directly threaten American interests are not confined to the geographic boundaries of any one

country. It is vital that the Department remain focused on denying ISIS and its affiliates' their transnational safe havens.

In Russia, an old adversary is creating global instability with hybrid tactics. In China, a rising power is testing its boundaries. In North Korea, a rogue state is determined to nuclearize, having seen others deposed via conventional means, and Iran is watching closely while it expands across Iraq into Syria. The challenge is to help define USSOCOM's role across a broadening spectrum, preparing the force for the future.

**If confirmed, what plans do you have for addressing these challenges?**

If confirmed, I will work within the Department and the interagency to ensure that programs key to the nation's defense are properly supported. After completing an enterprise assessment that will include gap risk analysis, implementation options for ASD SOLIC will follow.

In terms of coordinating the Department's strategic counterterrorism guidance, I would engage my counterparts across the Department and the interagency to implement effective programs building partner capacity, thereby advancing mutual security interests.

Finally, the Commander of USSOCOM has prioritized transforming the force. I look forward to aiding this effort.

**If confirmed, how would you seek to balance responsibilities for operational issues within your portfolio with the "service secretary-like" responsibilities for special operations forces?**

If confirmed, I will perform an enterprise assessment in close coordination with the Commander, USSOCOM, studying everything from roles and missions under Title 10 to the future of hybrid war. Reporting back to the Secretary of Defense, I will provide options for, and seek his guidance about, the task organization of ASD SOLIC. As a nominee, I view the role and impact as more strategic and "secretary-like" than operational, where there is vast expertise.

**If confirmed, what broad priorities would you establish in terms of issues that must be addressed by the ASD SOLIC?**

Our special operations forces (SOF) are the best in the world. If confirmed, I will synchronize my priorities with the USSOCOM commander to include a) increasing SOF's qualitative advantage over current enemies, including irregular and unconventional actors; b) transforming the force for the future; and c) sustaining high levels of readiness while safeguarding SOF well-being. To achieve this, SOF – and ASD SOLIC - must be properly organized and resourced. Through constant collaboration with the senior leadership in the Department, Congress and at USSOCOM, we would ensure that MFP-11 funds are used to maintain a strong and ready force, and that service-common allocation is jointly identified.

## **Relations with Congress**

**What are your views on the state of the relationship between the Office of the ASD SOLIC and the Senate Armed Services Committee in particular, and with Congress in general?**

Thirty years ago, the SASC founded ASD SOLIC and USSOCOM, with assistance and support from other Congressional bodies. There is therefore an obligation to develop a mutually supportive and informative relationship. If confirmed, I will establish a continuous dialogue with the Committee, its professional staff, and Congress in general. I will prioritize this relationship.

**If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between Congress and the Office of the ASD SOLIC?**

As for specific actions, if confirmed as ASD SOLIC, I would work closely with the ASD (Legislative Affairs) and the USSOCOM Legislative Liaison to establish and maintain frequent exchanges on issues of mutual interest and take a personal role in those exchanges when appropriate.

## **Torture and Enhanced Interrogation Techniques**

**Do you support the standards for detainee treatment specified in the revised Army Field Manual on Interrogations, FM 2-22.3, issued in September 2006, and in DOD Directive 2310.01E, the Department of Defense Detainee Program, dated August 19, 2014, and required by section 1045 of the National Defense Authorization Act for Fiscal Year 2016 (Public Law 114-92)?**

Yes

## **Civilian Oversight of the U.S. Special Operations Command**

**The legislation creating the U.S. Special Operations Command (USSOCOM) assigned extraordinary authority to the Commander to conduct some of the functions of both a military service and a unified combatant command. Additionally, section 138 of title 10, United States Code, assigns the ASD SOLIC with “service secretary-like” responsibilities to “exercise authority, direction, and control of all special-operations peculiar administrative matters relating to the organization, training, and equipping of special operations forces.”**

**Section 922 of the National Defense Authorization Act for Fiscal Year 2017 empowers the ASD SOLIC to perform these duties and mirrors the relationship between the service secretaries and the military services by defining the administrative chain of command for USSOCOM as running through the ASD SOLIC to the Secretary of Defense for “service-like” issues impacting the readiness and organization of special operations forces, special operations-peculiar resources and equipment, and civilian personnel management.**

**What is your understanding of section 922 of the National Defense Authorization Act for Fiscal Year 2017? If confirmed, do you commit to implementing it in line with the congressional intent described above?**

Section 922 makes clear congressional intent: In the administrative chain of command, ASD SOLIC falls between the Secretary of Defense and Commander, USSOCOM. If confirmed, I am committed to the implementation of 922 and will keep Congress apprised of progression.

**In your view, what organizational relationship should exist between the ASD SOLIC and the Commander of USSOCOM? If confirmed, how would you work with the Commander of USSOCOM?**

ASD SOLIC must clearly communicate policy objectives and parameters set by the Office of the Secretary of Defense to USSOCOM, and separately provide oversight and advocacy consistent with the service secretaries. The relationship with the Commander, USSOCOM should be collaborative and cooperative to develop the best possible special operations forces and employ them effectively. Ultimately, the ASD SOLIC represents the Secretary of Defense and provides recommendations regarding special operations that are in the best interest of the Department.

**Do you believe that organizational reforms to the Office of the ASD SOLIC, which may include divestiture of non-legislatively mandated responsibilities and changes to the internal allocation of personnel, are required to more effectively posture the Office to satisfy its “service secretary-like” responsibilities?**

If confirmed, I would make a thorough assessment of the duties and functions assigned to ASD SOLIC and provide recommendations if changes to the organization are needed.

**What is the appropriate role of the ASD SOLIC in the operational planning of missions that involve special operations forces?**

The ASD SOLIC serves as the principal advisor to the Under Secretary of Defense for Policy and the Secretary of Defense for all aspects of employment, deployment, and oversight of special operations and counterterrorism capabilities. The ASD SOLIC provides policy oversight of USSOCOM’s mission planning and Geographic Combatant Commanders’ employment of SOF to ensure compliance with law and DoD priorities. The ASD SOLIC coordinates deployment authorities and plans involving SOF within DoD and with interagency partners as required. As for mission planning, once policy parameters are established, that is the responsibility and core expertise of the military.

## **Budget**

**What is your assessment of the impact of the budget caps required by the Budget Control Act on the capacity and capabilities of special operations forces to meet requirements?**

The Budget Control Act has hampered readiness across the Department. Specific to USSOCOM, it is partly to blame for bulging the percentage of Overseas Contingency Operations monies in the budget relative to reliable baseline funding. This hampers long term planning.

### **Special Operations Command Acquisition Authorities**

**USSOCOM is unique within the Department of Defense as the only unified command with acquisition authorities and funding. Further, the Commander of USSOCOM is the only uniformed commander with a subordinate senior acquisition executive.**

**If confirmed, how would you ensure USSOCOM requirements are adequately vetted and balanced against available resources before moving forward with an acquisition program?**

As part of my enterprise assessment, I will study the acquisition process, with input from the USD (AT&L), USSOCOM, and other relevant bodies. Through the annual DoD Program Budget Review process, the ASD SOLIC is able to ensure that USSOCOM's priorities and resource allocation are in alignment with the Department's strategic and policy imperatives.

### **Size of Special Operations Forces**

**The previous two Quadrennial Defense Reviews (QDR) have mandated significant growth in our special operations forces and enablers that directly support operations. However, this growth was not fully realized due to various factors, including budget constraints.**

**Do you believe special operations forces are appropriately organized and sized to meet its requirements?**

If confirmed, I will better answer this by studying the mission set. But testimony and press reports on dwell time indicate that, in business terms, demand for special operations forces currently exceeds supply.

### **Special Operations Missions**

**In recent years, special operations forces have taken on an expanded role in a number of areas important to countering violent extremist organizations, including those related to information and military intelligence operations. Some have advocated significant changes to USSOCOM's title 10 missions to make them better reflect the activities special operations forces are carrying out around the world.**

**What current missions, if any, do you believe can and should be divested by USSOCOM, and why?**



If confirmed, I will conduct a mission set analysis to answer this as an insider. As an outsider, I believe that SOF must maintain as a core capability building and advising foreign forces, especially in politically contentious locations. I do not advocate significant changes to USSOCOM's Title 10 missions, but in the vast spectrum of foreign internal defense there are missions that general-purpose forces can fulfill.

**Are there any additional missions that you believe USSOCOM should assume, and, if so, what are they and why do you advocate adding them?**

No

### **Combatting Terrorism**

**What is your assessment of the threat posed by ISIS, Al Qaeda, and other terrorist groups to the U.S. homeland, U.S. interests overseas, and Western interests more broadly?**

These groups pose a persistent threat of attacks against American citizens, our diplomats, and interests overseas and here at home. They pose an even bigger threat to some of our allies and partners. The rise of ISIS provides two lessons. First, we are at the outset of a long war against terrorist groups fueled by socio-religious underpinnings. It will not soon wane. Second, ungoverned territory poses a long-term threat to U.S. interests and national security. U.S. special operations forces will remain at the forefront in meeting this threat.

**What should be the guiding principles of the Department of Defense's strategy to combat terrorist organizations and their adherents?**

If confirmed, I will provide my best advice to the Secretary and the President to ensure that we are doing everything we can to protect our nation from terrorist attacks. The Department of Defense is rightly fostering a whole of government approach that recognizes the longevity of this mission, with no timelines, and maximizes global partnerships to provide leverage in troops and dollars.

### **Countering Weapons of Mass Destruction**

**What is your understanding of USSOCOM's responsibilities under the Unified Campaign Plan for synchronizing the Department's efforts to counter weapons of mass destruction?**

Nuclear terrorism is one of the top threats to the United States. My understanding of USSOCOM's synchronizing role is that it works with the combatant commands and invested agencies to assess C/WMD threats and resources in order to provide the Secretary with recommendations about priorities and allocation of resources. If confirmed, I would work closely with USSOCOM to fulfill these responsibilities.

## **Special Operations Enabling Capabilities**

**Special operations forces are highly dependent on enabling support from the services to support operations.**

**How will you ensure that the enabler requirements of special operations forces are appropriately communicated to and receive support from the services?**

Shortages of enabling capabilities for SOF are often similar to the shortage of high-demand enablers that challenge the rest of the deployed forces (e.g., intelligence, explosive ordnance disposal, ISR platforms). USSOCOM's organic enabling capabilities are those that provide SOF the ability to self-sustain for short durations while maintaining the agility to deploy forces quickly in support of the Combatant Commanders.

Longer term support of special operations forces, by doctrine, and except under special circumstances, becomes the responsibility of each Service's theater logistics command and control structure and are critical to the success of SOF. Section 922 of the 2017 NDAA provides ASD SOLIC "service secretary-like" authorities. If confirmed, I will establish close relationships with the service secretaries to establish priorities to defend the national interest.

## **10 U.S.C. 127e Operations**

**Section 127e of title 10, United States Code, authorizes the provision of support (including training, funding, and equipment) to regular forces, irregular forces, and individuals supporting or facilitating military operations by U.S. special operations forces to combat terrorism.**

**What is your assessment of this authority?**

I have seen in the press that the Section 127e authority has been a very effective tool for U.S. special operations forces to leverage and enable partners to conduct operations to combat terrorism. Given the changing global threat environment, I anticipate that the need for these programs will continue, if not grow.

## **Irregular Warfare**

**Nation states are becoming more aggressive in challenging U.S. interests through the use of asymmetric means that often fall below the threshold of conventional conflict, commonly referred to as irregular warfare and "gray zone operations."**

**What is your understanding of the threat to U.S. interests posed by adversaries in this domain of warfare?**

Our enemies have learned that challenging the United States in conventional warfare results in demise, so many today employ hybrid techniques, also called “gray zone operations.” This challenges our ability to coordinate effective policy responses, as these tactics can be difficult to combat if the interagency process stalls. These adversaries that operate in the seams have a traditional end goal: deterioration of U.S. interests.

**What should be the guiding principles of the Department of Defense’s strategy to counter these threats?**

In order to counter “gray zone” threats, we must improve the coordination among the relevant departments and agencies in the U.S. Government. Moreover, we must integrate with partner nations, especially those that are threatened by these tactics as their ability to gather intelligence and assess the situation in context provides crucial insight. Once we have made sense of the problem, we must respond quickly and decisively.

**What role should special operations forces have in executing such a strategy?**

Special operations forces maintain a unique ability to partner with local forces, which provides an ability to detect, characterize, and, if necessary, counter these “gray zone” threats. SOF routinely trains with these partners, building their capacity to deter or mitigate these threats, as well as maintaining relationships to provide indications and warning of these threats.

**Do you believe the Department has sufficient authorities to effectively operate in this domain of warfare?**

If confirmed, I would make an assessment of current authorities available and provide recommendations if additional authorities may be required.

**If not, what additional authorities may be warranted?**

If confirmed, I would make an assessment of current authorities available and provide recommendations if additional authorities may be required.

**Information Operations**

**The Department of Defense released a Strategy for Operations in the Information Environment in June 2016.**

**In your view, are the Department and the broader interagency appropriately organized to compete with state and non-state adversaries in the information environment? If not, what recommendations would you make?**

I recognize that State and non-State adversaries have increased their efforts in the information environment. ISIS’s presence online and in social media has received broad coverage. Our own information operations are closely guarded. If confirmed, I look forward to assessing the

capabilities for which SOLIC has oversight and understanding the broader interagency architecture for the information environment.

**What is the appropriate role of the Department and, specifically, special operations forces in the broader information operations and strategic communications efforts of the U.S. Government?**

As the Strategy for Operations in the Information Environment states the Department “must be prepared to synchronize information programs, plans, messages, and products as part of a whole of government effort.” USSOCOM serves a critical role as joint proponent for military information support operations. In all cases, DoD’s efforts should be coordinated with the appropriate departments and agencies and nested within the overall U.S. strategic approach.

**Are there additional military capabilities that should be developed by the Department to more effectively compete in the information environment?**

Technological change drives the requirement for new capabilities, not just in the information environment. Today’s digital environment and pervasive social media have important implications for everyone. Often it is not the capability but the authority that bottlenecks. If confirmed, I look forward to assessing our current capabilities and identifying any gaps that may exist.

**In your view, how do information operations support kinetic operations and vice versa?**

Information operations are the preparatory fires of modern hybrid warfare. Military action has always had an impact in the information environment. Today information is both a shaping tool and a means of consolidation. It has the power to change minds that the rifle lacks, and electronic means to reach masses. Blending the elements of physical and informational power will lead to the best strategic outcomes.

**Counternarcotics**

**The ASD SOLIC is responsible for coordinating and overseeing plans, programs, and policies pertaining to the threat of counternarcotics.**

**What do you see as the Department of Defense’s role in the counternarcotics mission?**

As the lead Federal agency for the detection and monitoring of illicit drugs bound for the United States, the Department of Defense plays a critically important role in supporting our Nation’s counterdrug efforts. By leveraging inherent military capabilities and expertise in support of U.S. and foreign law enforcement partners, these efforts help disrupt illicit networks that threaten U.S. national security interests, and prevent dangerous drugs such as heroin from entering our country.

**Given the evolution in recent decades of criminal networks, shifts in demand for different illegal drugs, and the unabated growth of drug trafficking, how would you characterize success from the Department's perspective in the counternarcotics mission?**

The Department of Defense's counterdrug efforts have prevented hundreds of tons of illegal drugs entering into the U.S. each year, denied billions of dollars in revenue from illicit threat networks, and strengthened partner nations' capability to disrupt the production and trafficking of dangerous drugs. Ultimately, DoD seeks to degrade drug trafficking and other illicit threat networks to a level where they no longer threaten U.S. national security interests.

**What do you view as the proper role of the Department in supporting interagency partners tasked with the counternarcotics mission, such as the Department of State, Department of the Treasury, Department of Justice, and Department of Homeland Security?**

In support of the U.S. National Drug Control Strategy, the Department of Defense's counterdrug efforts are largely – and rightly – in support of other Federal law enforcement agencies that have responsibilities for drug interdiction, apprehension, investigation, and prosecution. However, because drug trafficking and other illicit activities often serve as a vital source of revenue for terrorists and other threat forces, these law enforcement efforts help accomplish national security objectives, particularly in those instances when direct military action is not feasible.

**How do you propose to delineate unique support that the Department of Defense can provide from the types of support other agencies are better suited to offer?**

The DoD provides warfighting capabilities that cannot be practically replicated by another agency. Examples include aerial, ground, and maritime reconnaissance systems; command and control; and intelligence analysis. DoD policy prohibits military units from performing searches, seizures, arrests, or other functions best suited to other Federal agencies.

**In your opinion, does the Department of Defense have sufficient subject matter experts on Counter Threat Finance to be able to properly execute that part of the counternarcotics mission?**

I don't know. If confirmed, my duties include assessing counter threat finance capabilities.

### **Health of Special Operations Forces**

**High operational tempo and demand for special operations capabilities have contributed to enormous strain on such forces, which is challenging readiness, resilience, and retention.**

**If confirmed, what will be your priorities in addressing the stress on special operations forces and their families?**

Special operations forces are in high demand and cannot be quickly grown. Adding to the resultant tempo, volunteerism is common in high-performing teams. If confirmed, I will address the mission set with the Commander of USSOCOM, who has already taken steps to increase dwell time. Wellness of the force is a top priority because it is a national asset.

**Congressional Oversight**

**In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of Congress are able to receive testimony, briefings, and other communications of information.**

**Do you agree, if confirmed for this position, to appear before this Committee and other appropriate committees of Congress?**

Yes

**Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the ASD SOLIC?**

Yes

**Do you agree to ensure that testimony, briefings, and other communications of information are provided to this Committee and its staff and other appropriate committees in a timely manner?**

Yes

**Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted committee, or to consult with this Committee regarding the basis for any good faith delay or denial in providing such documents?**

Yes

**Do you agree to answer letters and requests for information from individual Senators who are members of this Committee?**

I agree to respond appropriately to letters and requests for information from members of this Committee.

**If confirmed, do you agree to provide to this Committee relevant information within the jurisdictional oversight of the Committee when requested by the Committee, even in the absence of the formality of a letter from the Chairman?**

I agree to respond appropriately to letters and requests for information from members of this Committee.

