

**NOMINATIONS OF VENTRIS C. GIBSON AND
PAUL M. ROSEN**

HEARING
BEFORE THE
**COMMITTEE ON
BANKING, HOUSING, AND URBAN AFFAIRS**
UNITED STATES SENATE
ONE HUNDRED SEVENTEENTH CONGRESS
SECOND SESSION

ON

NOMINATIONS OF:

VENTRIS C. GIBSON, OF VIRGINIA, TO BE DIRECTOR OF THE MINT,
DEPARTMENT OF THE TREASURY

PAUL M. ROSEN, OF CALIFORNIA, TO BE ASSISTANT SECRETARY OF THE
TREASURY FOR INVESTMENT SECURITY, DEPARTMENT OF THE TREASURY

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C O N T E N T S

WEDNESDAY, APRIL 6, 2022

	Page
Opening statement of Chairman Brown	1
Prepared statement	16
Opening statements, comments, or prepared statements of:	
Senator Toomey	2
Prepared statement	16

NOMINEES

Ventris C. Gibson, of Virginia, to be Director of the Mint, Department of the Treasury	4
Prepared statement	18
Biographical sketch of nominee	19
Responses to written questions of:	
Chairman Brown	61
Senator Toomey	63
Senator Van Hollen	67
Senator Hagerty	68
Paul M. Rosen, of California, to be Assistant Secretary of the Treasury for Investment Security, Department of the Treasury	5
Prepared statement	27
Biographical sketch of nominee	28
Responses to written questions of:	
Chairman Brown	68
Senator Toomey	69
Senator Menendez	72
Senator Warren	73
Senator Hagerty	74

ADDITIONAL MATERIAL SUPPLIED FOR THE RECORD

Letters submitted in support of nominee Paul M. Rosen	76
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NOMINATIONS OF VENTRIS C. GIBSON AND PAUL M. ROSEN

WEDNESDAY, APRIL 6, 2022

U.S. SENATE,
COMMITTEE ON BANKING, HOUSING, AND URBAN AFFAIRS,
Washington, DC.

The Committee met at 10 a.m., via Webex and in room 538, Dirksen Senate Office Building, Hon. Sherrod Brown, Chairman of the Committee, presiding.

OPENING STATEMENT OF CHAIRMAN SHERROD BROWN

Chairman BROWN. Good morning, everyone. The Senate Committee on Banking, Housing, and Urban Affairs will come to order. Today's hearing is in a hybrid format. The two witnesses are here in person in front of us, with family members, and feel free to introduce them when your time comes. Thank you for joining us, all of you. And Members have the option to appear either in person, virtually, or both if they choose.

The Committee meets today to consider the nominations of Ms. Ventris C. Gibson to be Director of the Mint, and Mr. Paul M. Rosen to be Assistant Secretary of the Treasury for Investment Security. We thank the nominees for appearing, and extend you and your families a warm welcome. To the nominees, thank you. Both of you have served the public before in various capacities. Thank you for your willingness to serve our country.

Ventris Gibson is the President's nominee to serve as the Director of the Mint. The agency to which Ms. Gibson has been nominated is the world's largest coin manufacturer. In fiscal year 2021 alone, the Mint shipped 14.7 billion circulating coins. The Mint operates six facilities and employs some 1,600 people.

It was also the only major world mint to maintain continuous production throughout the pandemic. Thanks to you and your workers for that. It is a testament to its dedicated workers who design, produce, and protect our national assets.

For more than two centuries, the Mint has played an essential role in providing the American people and businesses with secure, privacy-respecting currency. It is the sole producer of circulating coins.

If confirmed, Ms. Gibson would be the first African American to lead the Mint. She represents yet another historic nomination by this Administration. We voted out of this Committee the first Black woman to ever serve on the Federal Reserve. I have had the honor of meeting Judge Jackson yesterday and knows her place in

history and so much more, Ms. Ferguson and others that have come out of this Committee.

Ms. Gibson has devoted more than 40 years to public service, including decades in top leadership positions throughout our Government. A veteran of the U.S. Navy, she currently serves as the Acting Director of the Mint, beginning in October, I believe. She served as the Director of Human Resources for the District of Columbia. Prior to her time with the D.C. government, Ms. Gibson served in high-level leadership positions at the Departments of Health and Human Services, Transportation, and Veterans Affairs. Thank you for nodding so that I have this right. I appreciate that.

I am glad you can be here with us today, Ms. Gibson. Paul Rosen is the President's nominee to serve as Assistant Secretary of the Treasury for Investment Security. It is an important national security position that this Committee helped create in 2018 through the passage of the bipartisan Foreign Investment Risk Review Modernization Act, another Washington acronym, FIRRMA.

If confirmed, Mr. Rosen would lead an office responsible for implementing the Department's responsibilities as Chair of the Committee on Foreign Investment, CFIUS, an interagency committee that reviews some foreign investments in U.S. businesses.

Mr. Rosen previously held several senior leadership roles at the Department of Homeland Security, including serving as Chief of Staff to then-Secretary Jeh Johnson. Prior to joining DHS, Mr. Rosen served as a Federal prosecutor at the Department of Justice, counsel on the Senate Judiciary Committee, and Staff Director to the Senate Caucus on International Narcotics Control. Mr. Rosen is well respected, as we know, by the national security community.

On Monday, a bipartisan group of 85 national security and law enforcement professionals, spanning Republican and Democratic administrations, sent a letter urging swift consideration and confirmation of Mr. Rosen. They wrote, quote, "Paul is the right person with the right skills to safeguard U.S. national security when it comes to direct foreign investment in the United States," unquote. The Fraternal Order of Police wrote to Ranking Member Toomey and to me expressing its "strong support" of Mr. Rosen's nomination. I ask unanimous consent that these two letters be entered into the record. Without objection, so entered.

Thank you, Mr. Rosen, for your prior service to our country and your willingness to serve again. Thanks again for both of you being here.

Senator Toomey.

OPENING STATEMENT OF SENATOR PATRICK J. TOOMEY

Senator TOOMEY. Thank you, Mr. Chairman. Mr. Rosen and Ms. Gibson, welcome to both of you. I commend you both for your longstanding commitment to public service. Mr. Rosen, you have been nominated, as the Chairman pointed out, for an important role at the Treasury, leading the Committee on Foreign Investment in the United States, known as CFIUS. CFIUS is an interagency body with the power to review, and, in some cases, advise the President to block foreign direct investment into the United States, known as inbound FDI, on the grounds that certain investments may erode

America's technological advantages that underpin our national security.

Maintaining our defense while upholding our economic prosperity is a sensitive and challenging task. The broad, free flow of capital is a fundamental part of our remarkably successful free market system. In particular, inbound FDI is a source of much-needed investment in American businesses. From 2016 through 2020, between \$150 billion and \$500 billion in FDI has flowed into the U.S. each year.

This inbound FDI can lower prices and increase the choices available to American consumers, strengthen the American workforce, increasing employment and wages, and fund research and development that contributes to technological innovation and economic growth.

However, foreign Governments and their agents know that investing in an innovative American firm can potentially give them access to valuable technology. Such investments, coupled with the tech transfers that may follow, have the potential to allow adversaries to make a technological jump that can be used against our national security, all without having to spend time and resources innovating themselves.

There is no more problematic, and systemic, threat in this regard than China. As the U.S. intelligence community's latest annual threat assessment says, and I quote, "Beijing uses a variety of tools from public investment to espionage to advance its will remain the top threat to U.S. technological capabilities," end quote. Protecting against the threat of adversaries using FDI to harm our national security is why we have CFIUS. But given the importance of inbound FDI to our economy, it is vital that CFIUS remains laser focused on screening for genuine national security threats while, at the same time, not undermining the attractiveness of the United States as a place to invest and innovate.

Mr. Rosen, if confirmed, you would be only the second Treasury Assistant Secretary of Investment Security. Since this position was created in 2018, FIRRMA made several notable changes to CFIUS. Before FIRRMA, CFIUS only reviewed transactions when a foreign person gained control or majority ownership of a U.S. company.

FIRRMA expanded the scope of transactions that CFIUS can review to include noncontrolling investments in certain U.S. businesses and certain real estate transactions near military bases and sensitive infrastructure sites.

FIRRMA also created a fast-track process that allows companies to potentially shorten the CFIUS review process through a mechanism called a declaration, as opposed to filing a traditional notification. That process seems to be working well. I will be looking forward to your reflections on that.

Now turning to the U.S. Mint, Ms. Gibson has been nominated to serve as the Director of the Mint, which was established in 1792 in the great commonwealth of Pennsylvania and the city of Philadelphia.

The Founding Fathers understood that in order for the United States to prosper it needed its own monetary system. The Mint continues to play a vital role by manufacturing coins that Americans use every day. It also produces precious metal and collectible

coins. And for the Mint to thrive, it must continue to innovate and release new products that resonate with the public.

I look forward to hearing from our witnesses today, Mr. Chairman.

Chairman BROWN. Thank you, Senator Toomey.

Would each of you rise and raise your right hand please.

Do you swear or affirm that the testimony you are about to give is the truth, the whole truth, and nothing but the truth?

Ms. GIBSON. I do.

Mr. ROSEN. I do.

Chairman BROWN. And do you agree to appear and testify before any duly constituted committee of the U.S. Senate?

Ms. GIBSON. I do.

Mr. ROSEN. I do.

Chairman BROWN. Thank you. Please be seated.

Ms. Gibson, you are recognized to begin your testimony. Thank you again.

**STATEMENT OF VENTRIS C. GIBSON, OF VIRGINIA, TO BE
DIRECTOR OF THE MINT, DEPARTMENT OF THE TREASURY**

Ms. GIBSON. Thank you, Mr. Chairman, Ranking Member, and distinguished Members of the Committee for allowing me to appear here today. With me today are my children, my son Alexander and his wife Katherine, my daughter Heather, and my son Charles. I am honored that the President nominated me to serve as the Director of the U.S. Mint, a responsibility that I do not take lightly, and I would like to thank Vice President Harris, Secretary Yellen, and Deputy Secretary Adeyemo for their support.

My career in public service began more than 40 years ago when, following high school, I joined the United States Navy. My time as a Navy Air Traffic Controller in Tennessee, Sicily, and Cuba was one of the most rewarding experiences of my life and proved to be the defining moments for me relevant to my values.

After military service, I continued to serve my fellow veterans for 23 years at the Department of Veterans Affairs. At VA, I advanced from an entry-level professional to one of VA's most senior executives, Deputy Assistant Secretary. In those roles, I dedicated my life to our Nation's veterans by further developing employment programs and changing the diversity landscape of the Department.

In January 1998, I led the development of the Office of Resolution Management at the VA, where I was responsible for handling the Department's unlawful discrimination complaints and its alternative dispute resolution cases. I was also responsible for the development, articulation, and delivery of Department-wide human resources policies, programs, and plans for 260,000 employees.

A highlight during my time at the VA was serving as one of the first volunteers during the opening and dedication of the Vietnam Veterans Memorial. We were called upon to assist family members and friends in finding their loved ones' names on the wall. I can still see and feel the tears of those mothers, fathers, brothers, sisters, and fellow soldiers. For me, this moment crystalized our debt as a Nation to those fallen heroes and how their loss of life preserved our freedom and defended our democracy.

In 2003, the former Administrator for the Federal Aviation Administration, Marion Blakey, asked me to join her team as FAA's most senior human resources executive. In that role, I stabilized a human resources environment in the middle of a transition to a centralized model. I retired after 35 years of Federal service.

In 2014, I was pulled from retirement and appointed to the Department of Health and Human Services as the Associate Deputy Assistant Secretary for H.R. In that position, I worked with the Office of Personnel Management on several initiatives that led to flexible hiring programs and the future of the Federal workforce.

In 2015, Mayor Muriel Bowser appointed me to her cabinet as the city's top Director of Human Resources, where I transformed the District's H.R. program into a high-performing, results-oriented organization, where I managed a billion-dollar health benefits program for 80 agencies and 37,000 employees.

Last fall, I was honored to join the U.S. Mint as its Deputy Director. The Mint has a rich and meaningful history, and it is the largest and most respected Mint in the world. I would consider it a privilege and an honor and another defining moment in my life to serve, if confirmed, to be the Director.

If confirmed, I am ready to lead a workforce dedicated to connecting America through coins. I will focus on people, as they are key to the Mint's success, on our programs, from commemorative medals to collectible coins to circulating coins, and on our performance, one that is highly valued and highly thought of.

Thank you again for this opportunity to appear before the Committee, and I welcome your questions.

Chairman BROWN. Thank you, Ms. Gibson.

Mr. Rosen, welcome.

STATEMENT OF PAUL M. ROSEN, OF CALIFORNIA, TO BE ASSISTANT SECRETARY OF THE TREASURY FOR INVESTMENT SECURITY, DEPARTMENT OF THE TREASURY

Mr. ROSEN. Thank you. Chairman Brown, Ranking Member Toomey, distinguished Members of the Committee, it is an honor to sit here before you as the President's nominee to serve as the Assistant Secretary for Investment Security for Treasury.

My life's journey into public service has its roots in these very halls, going back nearly 50 years. In 1973, my parents met working in Congress, my father, from California, a legislative assistant, and my mother, originally from southeast Washington, DC, a legislative secretary, both working for Yvonne Brathwaite Burke, the first African-American Congressman elected from California. My parents were drawn to Capitol Hill by a desire to serve, which was a value instilled by their parents, including by my grandfather who enlisted in the Army to fight as a Corporal in World War II, and by my grandmother who spent 34 years working at the U.S. Census Bureau.

My parents married and relocated to California, where they raised my brother and me, instilling in us the same values of service, integrity, and hard work. My mother went on to teach elementary school for 38 years, and my father practiced law with two friends, in addition to continuing his own public service, volun-

teering on city commissions and arts and education boards, and both continue to work to this day into their 70s.

My brother also found his own calling in community service. After a long and difficult battle with addiction he became a counselor at a rehabilitation facility and helps at-risk youth, speaking to schools and students and adolescents, trying to arm them with healthy tools to cope with the stresses of life. I am extremely proud that this summer will mark his 18th year of sobriety.

My own path, Senators, was greatly influenced by this history. After graduating college, I packed a suitcase and bought a one-way ticket to Washington, DC, with the goal of working on Capitol Hill. My first opportunity was volunteering as a volunteer intern for the late Senator Carl Levin, and later I worked as a staff assistant for Senator Joe Biden.

After attending law school and then clerking for a Federal judge, I returned to the Senate to serve as a counsel on the Senate Judiciary Committee, and then for nearly another decade working in various jobs at the Justice Department and the Department of Homeland Security, working to protect public safety and national security. I was drawn to these roles, in part, from witnessing the scourge of illegal drugs and the impact they have had on victims, like my brother and so many others.

And like my parents did a half century ago, I met my wife on this journey, and we are blessed to have a beautiful baby girl. Casey is with me here today, while our daughter is home in California with her grandparents, watching the hearing. I cannot thank them and our entire family enough for their love, support, and sacrifice.

Senators, the Committee on Foreign Investment in the United States, or CFIUS, plays a vital role in protecting U.S. national security. As technology advances at warp speed and the intentions and capabilities of our adversaries expand, CFIUS, and the talented career public servants who support it, are critical gatekeepers in protecting the United States from malign foreign investment while continuing to promote an open investment environment. And there is perhaps no more consequential time in our history than now to make certain that, working with this Committee, CFIUS is successful in executing on its national security mission.

My professional path, experiences, and values have prepared me well to fulfill the role of Assistant Secretary. My work as a prosecutor, senior Government official, and national security lawyer uniquely position me to fully and faithfully execute Congress' statutory mandate in the landmark Foreign Investment Risk Review Modernization Act, a vitally important bipartisan law that updated the framework, authorities, and functions of CFIUS.

Senators, if confirmed, I would be honored to serve alongside the talented and dedicated career professionals in the Office of Investment Security and International Affairs to preserve an open investment environment that supports economic growth and innovation while protecting U.S. national security interests.

Thank you, and I look forward to your questions.

Chairman BROWN. Thank you, Mr. Rosen.

I will start with you, Ms. Gibson. According to the *New York Times*, an internal report commissioned last year by the Mint

found the organization had, in their words, “a culture problem” marked by implicit bias, unfair hiring practices, racial tension. This reporting is extremely troubling to us, and I assume to you.

As someone with decades of experience engaging in executive oversight and workforce development—you laid our career out beautifully, I thought—building inclusive teams within Government agencies, you understand the importance of addressing culture issues directly. I know you are new to this agency. I know that report was from September and you joined the next month.

What have you been doing in the months that you have been Acting Director, in your current capacity, to address these issues? What plans do you have to continue this work, if confirmed?

Ms. GIBSON. Thank you, Chairman, for the question. Since I have joined the Mint in October of last year, and after having digested the report and using it as a predecisional document in action planning going forward, I put in place what I call a blueprint for change. And this is based on my values of fairness, integrity, and trust, because that is so essential to leadership and the trust of the nearly 1,700 Mint employees.

That being said, the blueprint for change is actually a guide to how we address these unlawful perceptions by employees of discrimination, marginalization, and sensitivity, or, in fact, in some cases, workplace harassment. I have ensured the development of an antiharassment policy, and I have laid in place, again, that blueprint, which has a 10-point actual plan that I would be willing to sit down with you and the staff to go over in detail and provide an update on how we are accomplishing making sure we address it.

Just two examples. I have created the Chief Equity Office, that will look toward our lens toward equity, and I have hired a consultant to come in and help me make sure I effect change.

Chairman BROWN. Thank you.

Mr. Rosen, I will turn to you. The Assistant Secretary is charged with leading the interagency committee in reviewing certain foreign investments to identify and address national security concerns that those transactions may pose. You outlined well in your opening statement how your previous Federal service will inform your work as Assistant Secretary.

So my question is this. In FIRRMA, Congress recognized the national security implications of foreign investments in U.S. businesses that maintain or collect sensitive personal data. Your work at DHS and the private sector provided opportunities to understand how companies structure transactions and business involving personal debt.

How will you ensure that CFIUS is reviewing transactions involving sensitive personal data, and what will you consider when reviewing such transactions?

Mr. ROSEN. Chairman, thank you for that question and for raising the important issue of sensitive personal data. As you and the Ranking Member know, this was an issue that the authorities for which were enhanced in FIRRMA, and sensitive personal data now is one of the triggers for reviewing a noncontrolling investment. And as we know, with technology and the advent of various, well, technological advancements, sensitive personal data of Americans

is everywhere, and it is an issue that FIRRMA has rightly focused on.

So one of the things that we would do is, of course, in assessing certain jurisdiction of noncontrolling investments look to the statute, look to the factors, and look to whether and to what extent U.S. sensitive personal data would be exposed, because there is a great concern that our adversaries could get a hold of sensitive personal data. They have done it before and they are looking to do it to exploit that data on U.S. citizens.

And so it is something that, Senator, if confirmed, we would take a very close look at and making sure that we are protecting that sensitive information.

Chairman BROWN. Thank you. Last question, another for you, Ms. Gibson. Since its founding, as the Ranking Member pointed out, in Philadelphia, the Mint has served the American people by manufacturing, distributing, and circulating coins. It has been reported that the coronavirus pandemic caused disruptions to the normal circulation patterns for coins. As we return to normal, and if you are confirmed, and we return to normal and businesses reopen to full capacity, describe what the Mint is doing to promote circulation. As you answer that, just tell us if you are still seeing those disruptions and how you are going to address it.

Ms. GIBSON. As you can appreciate, Senator—thank you for the question, sir—the U.S. Mint is an operational arm of the currency that we produce in the United States, and at the Federal Reserve's request we deliver. And we have delivered all coins requested by the Federal Reserve for distribution to the banks.

That being said, we also have looked at what flowback is. We have participated in the U.S. Coin Task Force that made recommendations on how we can get coins back flowing from the nearly 128 million homes that during the pandemic have kind of kept coins without negotiating them through our economy. And are also looking at, we have a program called Get Coins Moving. I did a press release last week to just get out there to as many of the media as possible, saying, "Hey, bring the coins. Let's get them back into the economy."

Chairman BROWN. Thank you. Senator Toomey.

Senator TOOMEY. Thank you, Mr. Chairman. Mr. Rosen, as you know, when FIRRMA was passed it dramatically expanded the scope of transactions that would be subject to CFIUS review, and CFIUS seems to have stepped up and significantly increased the volume of transactions that it has looked at, evaluated, many under the declaration process, which is the faster process of getting to an approval.

But certainly CFIUS has its hands full with this volume of transactions. I am concerned that we should not, certainly any time soon, add to the burden or create distractions or meddle with CFIUS' core mission, because it is a big job and it is a very important job.

I guess I would like to get your perspective on how you think about the specific national security threats that arise from China, in particular, when it comes to acquiring American technology. So briefly, your assessment of the nature of this threat, how serious is it, and how do you view how CFIUS is currently managing that.

Mr. ROSEN. Senator, thank you for that question and for raising this critical issue. The threat from China, frankly, is significant. It is a strategy economic competitor. It is engaged in conduct that is adversarial against our national security interests. They are engaged in acts of stealing intellectual property, technology, and the like. You cited the intel assessment. It is a threat that I think we need to be very, very focused on, Senator, and it is one that I take very seriously.

In terms of how the committee would approach that threat, frankly, Senator, I think you and others in FIRRMA provided significant tools to examine and go after that threat, and they are tools that I intend to use. For example, the non-notified transaction process. Very important. Monitoring and compliance issues. Very important. The jurisdictional issue of being able to look at transactions intended to evade CFIUS jurisdiction. Very important, because I think we need to be focused on the threat in front of us but also the threat of tomorrow.

Senator TOOMEY. So in my opening remarks I mentioned how important inbound FDI is to the American economy. I assume you agree that that is an important asset for our economy.

Mr. ROSEN. Yes, Senator.

Senator TOOMEY. So my question is, given the importance of FDI and given that CFIUS can review and intervene and even block FDI, how do you both safeguard critical U.S. technology but, at the same time, avoid becoming a cumbersome obstacle to legitimate FDI, and sort of a related question, how do you make sure that CFIUS does not become a tool for just protectionism?

Mr. ROSEN. Senator, thank you for raising that and for the question. On the first, it is a balance. We need to make sure, and if confirmed, I would engage in this, make sure that we are efficiently and effectively moving transactions. Moving benign investment through the process is a very important piece of the CFIUS review. Predictability and certainty in the business community, very important, all while focusing on national security, are things that the balance needs to be struck. You have raised those two pieces.

I think, moving forward, from a CFIUS operational perspective, I think those are the things that, if confirmed, I would be looking to work with this Committee on in striking that balance.

Senator TOOMEY. Thank you. Ms. Gibson, as I mentioned in my opening statement, the Mint needs to continue to innovate and to release new products that resonate with the public. That includes collectibles. Two examples, and I want to ask you about them, Morgan and Peace silver dollars. My understanding is that in 2021, the Mint released popular new versions of each of these coins, and they sold out within minutes. But in 2022, I understand the lack of availability of silver has caused a suspension of the production of these coins.

I have been approached by stakeholders who are very concerned that if we skip a year's production, 2022, and wait until 2023 to resume production, that that will have an adverse negative impact on the attractiveness of the series, the value of these coins. So I am wondering, is it possible to actually produce these coins in 2022, rather than just waiting until 2023.

Ms. GIBSON. Thank you, sir, for the question. The Morgan and Peace program was highly popular. As you mentioned, it sold out in minutes. And we also received a number of complaints from customers that were not able to obtain the Morgan and Peace.

For 2022, we thought about how can we go about ensuring that we will have enough coinage, Morgan and Peace specifically, for the customers, especially since we sold out in 2021 and could not meet that customer demand. I pulled together a team of experts from manufacturing, sales and marketing, legal, and the chief fiscal officer, to make sure that going forward we could produce the Morgan and Peace in 2022, given the fact that we have to also balance our silver supply chain with our bullion program, which is congressional mandated.

Thus, we made the decision that we would bypass 2022, and in 2023 make the Morgan and Peace coin, and that way make enough sufficient to satisfy customer demand.

Senator TOOMEY. My time is out but my understanding is it would be possible to make some coins in 2022, probably not sufficient to meet the full demand, but a number of constituents have suggested that it is better to at least meet some demand and have the continuity of production rather than wait until 2023, when maybe you will be able to meet the full demand then.

So I would just ask you, respectfully, to consider that possibility.

Ms. GIBSON. Thank you, sir, and I surely will.

Chairman BROWN. Thank you, Senator Toomey.

Senator Warren, from Massachusetts, is recognized.

Senator WARREN. Thank you, Mr. Chairman.

The Biden administration has rallied the world to impose historic sanctions against Russia for its invasion of Ukraine. These sanctions include seizing yachts, mansions, financial holdings, that Vladimir Putin and his oligarch buddies have stashed abroad. But to enforce these sanctions, we need to know who owns what.

So, Mr. Rosen, if confirmed, you would play a leading role on the Committee on Foreign Investment in the United States. Now CFIUS does not enforce sanctions but they do review foreign investments in the United States to make sure that they do not pose a risk to our national security. That means that they know a lot about the importance of finding out who is behind an investment.

So, Mr. Rosen, let me ask you, when a shell company tries to buy a U.S. semiconductor company or real estate right next to a military base, CFIUS does a tremendous amount of work to find out who is behind the shell company, often the entity known as the beneficial owner. So why is it so important to national security that we know the actual identity of who is investing in the United States?

Mr. ROSEN. Senator Warren, thank you for that question. Certainly understanding where money is coming from, who is controlling the money, what does that flow look like are key considerations in any national security risk assessment.

Senator WARREN. But CFIUS only reviews a few hundred transactions a year, and it focuses on investments that lead to foreign control of important U.S. businesses. That is its special niche. That prevents foreign adversaries from buying the companies that, for example, run our power grid, but it does not stop criminals, terror-

ists, and sanctioned oligarchs from making other kinds of investments in the U.S., including stashing a lot of money here.

We do have other safeguards. Know-your-customer requirements require the financial institutions to ask basic questions about potential clients before helping them hide buckets of cash in our financial markets. Now these rules apply to most American financial institutions, like banks and mutual funds, and even casinos. Catherine Cortez Masto, I thought you might want to remember that. They are all paying attention under know-your-customer. But there is a huge loophole for the \$11 trillion private investment industry.

Mr. Rosen, if a Russian oligarch uses a shell company to invest his billions with a U.S. private equity firm, is that private equity firm required to find out who is actually behind that shell company?

Mr. ROSEN. Senator, I do not believe so.

Senator WARREN. That is right. The answer is no, and that creates a huge loophole for oligarchs to be able to evade sanctions and to continue to carry on business right here in the United States.

This loophole also poses a threat to the stability of our financial system because we do not know what parts of the financial system have been infiltrated by Russian money, and that means we do not know what impacts sanctions could have, and it is hard to be confident that private funds are actually complying with sanctions as required by current law.

So, Mr. Rosen, do you agree that it is a threat to both national security and financial stability to allow private investment companies to blindly accept cash of Russian oligarchs, not to mention money from human traffickers, drug lords, and terrorists?

Mr. ROSEN. Senator, I certainly believe that beneficial ownership inquiry analysis is a key national security consideration, particularly when it comes to CFIUS.

Senator WARREN. Good. You know, last year the Biden administration committed to fixing this loophole, but Russia's invasion of Ukraine has made it clear we do not have any time to waste here. With every day that passes, Russian oligarchs and Government officials continue to profit from illegal investments in the United States. That is why I sent a letter last week to the Treasury Department and the SEC asking them to immediately close the know-your-customer loophole for the private investment industry.

The United States has led the world in imposing strong sanctions against Russia, and we must use every tool possible to enforce those sanctions.

Thank you, Mr. Chairman.

Chairman BROWN. Thank you, Senator Warren.

Senator Cortez Masto, from Nevada, where there was once a mint in Carson City, and now a museum, right?

Senator CORTEZ MASTO. That is absolutely right. I was going to lead with that.

Chairman BROWN. Oh, I am sorry.

Senator CORTEZ MASTO. I was going to lead with that. So first of all, congratulations to the nominees. Welcome. Congratulations. Welcome to your family members.

And so, Ms. Gibson, I was going to start with that, because the Mint, the U.S. Mint, and because of the Comstock Lode, as you

well know, we had a Mint in Carson City for a period of time. It is now part of our State history, Nevada History Museum. We are very proud of it. I was just there, actually. They were actually minting some coins.

So let me talk to you a little bit about this because I was pleased to see President Trump sign into law a bill that I worked on with Representative Barbara Lee, Circulating Collectible Coin Redesign Act of 2020. And I was fortunate enough to lead this with Senator Fischer. We had 24 cosponsors, including Senators Toomey, Daines, Moran, and Smith.

And what we did in that piece of legislation, it was to recognize important women in our nation's history. I was particularly pleased that Maya Angelou was chosen for the inaugural quarter, as you well known about her legacy, which really helped to fuel greater fairness and understanding across our nation around activism in her writing. I am looking forward to collecting the next quarter honoring astronaut Sally Ride.

But my question to you is, if confirmed, how would you ensure that the U.S. Mint increases awareness of these quarters honoring prominent American women, particular among children and young people, and how do you think this type of recognition helps with the work ultimately you do minting coins and making sure that they are out there in circulation amongst the American public?

Ms. GIBSON. Thank you, Senator, for that question, and thank you for your leadership of the American Women coins program.

As you know, we still, this year, have three remaining, and that is Wilma Mankiller, Nina Otero-Warren, and Anna May Wong, and we have announced the five women for 2023, which are Bessie Coleman, Jovita Idar, Edith Kanaka'ole, Eleanor Roosevelt, and Maria Tallchief. And the program will continue through 2024, with five additional women, with your input as well, and through 2025, five additional women.

The reason why this is so critical that we capture women on coins is because women helped contribute and build this great nation, and the contributions of these trailblazers, and those that have gone through the suffrage movement, and those that have gone through voting rights, and those that have really made a difference in how we, as a country operates. We have women on the front lines in our military every single day.

It is my desire, if I am confirmed, have the privilege of being confirmed for this position, to make sure that going forward women are just a natural part of the coin process, and that we do not have to have a special program to recognize them, that they have an equal voice and an equal presence in our coinage.

Senator CORTEZ MASTO. Thank you. I want to jump to Mr. Rosen because I only have so much time here, but I appreciate the work that you are going to do around not only this but the work that is so crucial for the U.S. Mint, and your background clearly shows you have the experience to lead the helm there.

Mr. Rosen, another area I want to highlight, some of the glowing letters of support that I have received in support of your nomination as well. One of those is from the National Fraternal Order of Police. They spoke to your ability as a reliable partner of law enforcement. You are described as a thorough prosecutor of crimes,

such as drug trafficking, violent crime, and financial crimes, and your work at Homeland Security serving under Secretary Johnson to combat threats to the homeland such as ISIS and cybersecurity.

Talk, if you would, about your experience in cybersecurity and counterterrorism and how that will inform your work at CFIUS.

Mr. ROSEN. Thank you very much, Senator, for the question and the reference to that letter. My experience in national security, law enforcement will critically inform how I approach the role of Assistant Secretary. When I was chief of staff of the third-largest Cabinet agency we were responsible for addressing threats to the homeland from a variety of sources, and as you point out, those were counterterrorism threats, that was ISIS-inspired actors, and critically cybersecurity threats to our critical infrastructure and commercial partners. And we worked to harden that infrastructure, both commercially and on the Government side, and we worked to counter the threats coming from overseas, particularly from China and elsewhere.

Senator, if confirmed, it is something that I will be focused on.

Senator CORTEZ MASTO. Thank you, and I appreciate your comments, because going to what Senator Toomey talked to you about with respect to the concerns with the Chinese Communist Party, I do think your background lends itself to prepare to handle issues such as the CCP-backed venture capitalist investors targeting emerging technology firms. I am hopeful that based on your background, and what you have just already talked today about the balance, and finding that balance, that you are going to be just as effective and what we need here. And that you will also come back to us and tell us what additional tools you might need as we address and look at the concerns happening abroad.

So I am done. Thank you so much. Congratulations to both of you. Thank you, Mr. Chairman.

Chairman BROWN. Thank you, Senator Cortez Masto.

Senator Hagerty is recognized, from the State of Tennessee.

Senator HAGERTY. Thank you, Mr. Chairman, and congratulations to our two nominees.

Mr. Rosen, I would like to turn to you first and talk about a topic that is near and dear to my heart, which is CFIUS. Senator Cortez Masto, I am certain was just talk with you about that as well. And I want to initially ask for your commitment to work with this Committee, and in particular the National Security Subcommittee, which I am the Ranking Member, to continue to refine the improvements in our investment screening regime that are enabled in FIRREA, and as enabled through the regulations that are developed and published over the past few years.

Mr. ROSEN. You certainly have my commitment, Senator, yes.

Senator HAGERTY. Thank you. Thank you, Mr. Rosen.

As FIRREA noted, investment screening is more effective if our like-minded allies are operating similar systems, screening out similar nefarious investments. And to that end, the previous Administration established an office within Treasury to work with allied nations to establish and coordinate investment screening. In fact, when I served as U.S. Ambassador to Japan I had teams come over to work with our partners there, to try to share our knowledge, to share our best practices, to make certain that our allies

are working in the same direction that we are. I think we are all much better off when we have coordinated screening in that manner.

We have seen a lot of positive movement in that direction, and we have got more than a dozen countries now strengthening or expanding their systems. So I would like, Mr. Rosen, if you would just talk for a few minutes, if you would, about your priorities for engaging with our allies to further synchronize our systems.

Mr. ROSEN. Senator, thank you for that question, and raising this issue of international engagement, which is critical, as this Committee saw, when it enacted FIRRMA, frankly.

As we get stronger, through the implementation of FIRRMA, and our systems do a better and more thorough job of screening foreign direct investment, we do need to be increasingly cognizant that those malign actors are going to go to our partners and try to get at that critical technology, that critical infrastructure, that know-how, as you point out, through other mechanisms.

And so working with our allies it will be a priority of mine to help them buildup their capabilities like we built ours up in FIRRMA, and my experience engaging with foreign partners in doing so, I will leverage that experience, Senator, to work to enhance that. Because FIRRMA also talked about accepted foreign States, right, and giving an incentive for countries to do that.

So you have my commitment that will be a focus of mine.

Senator HAGERTY. I appreciate that. My observation, working with our teams in the past, was that we have very talented people but we have a dearth of talent as well. So it is a tough process. It is one that requires certain expertise. And I would love to hear your comments on the manpower aspect of this and what your plans might be to recruit and enhance that.

Mr. ROSEN. Certainly, Senator, and thank you for that. I am not in the building so I have not been able to assess first-hand. My understanding is that with FIRRMA the resources, through filing fees and otherwise, have grown. The manpower has grown in a very positive way. And so I am looking forward to getting in and assessing that, and you certainly have my commitment that if I identify gaps I will come back to this Committee.

But in terms of the focus, I think that from what I have seen on the outside the office is doing a good job and working to implement and build those resources and devote the resources, as you point out, to the priority of FIRRMA.

Senator HAGERTY. Well, back to your initial commitment of working with us, and again, my Subcommittee, I very much appreciate that, because I want to make American the most attractive place to invest capital. We have got great partners, and we can deepen our economic alliance, and our economic security begets national security.

So I want to make certain that we have a process that facilitates the proper sort of investment, the proper sort of partners, but at the same time protects intellectual property and makes certain that it does not fall into the wrong hands. So I look forward to working with you closely on that.

I would like to come to another aspect of CFIUS if I might, and that has to do with the parties who are required to file with Treas-

ury for covered transactions. Over the years, the Government has discovered that many transactions are finalized that were not disclosed. They called them non-notified transactions. And those transactions, once they are discovered, then require CFIUS review. And once we determine that some of those transactions might actually impose risks to our national security they have to be unwound. Given your experience as an attorney, I think you know how complicated that can be, how disruptive that can be. It takes a lot of our manpower and it really leads to many, many challenges.

So I would like to understand a little bit more how you plan to encourage the parties that file covered transactions to do so properly and how to make certain that we do not have these non-notified transactions. Are there areas where you see opportunity there?

Mr. ROSEN. Yes. Thank you, Senator, and I agree with you that we do want to encourage companies to come in the front door. There is an informal engagement process with CFIUS that is in place to allow companies to engage, to ask questions, and the like. Through FIRREA there was also a declaration process put into place, and to your point about encouraging foreign direct investments speedy, swift resolutions to the inquiry.

And so, Senator, if confirmed, I am going to be focused on this issue. I am going to be looking at resources, because I do want to make sure that benign investment flows efficiently and effectively through the system while staying laser-focused on national security.

Senator HAGERTY. I will look forward to working with you on that too, because I think a good communication program, particularly with our U.S. side private equity, venture capital investors, to let them know what the consequences are, what the difficulty would be of having to unwind these transactions could be very effective.

Thank you very much for your time. Ms. Gibson, congratulations. I am going to submit my questions for you for the record.

Thank you, Mr. Chairman.

Chairman BROWN. Thank you, Senator Hagerty.

Thank you to the nominees today for being here and providing testimony. I hope we can work together as a Committee to move forward quickly on the nominations of both these two qualified nominees.

For Senators who wish to submit questions for the hearing record, as Senator Hagerty said he plans to, those questions are due close of business on Monday, April 11th, at 5 p.m. For the nominees, we would like you to have your responses back to us by Monday, April 18th, at noon.

Thank you again for your testimony, and the Committee is adjourned.

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

[Prepared statements, biographical sketches of nominees, responses to written questions, and additional material supplied for the record follow:]

PREPARED STATEMENT OF CHAIRMAN SHERROD BROWN

The Committee meets today to consider the nominations of: Ms. Ventris C. Gibson to be Director of the Mint; and Mr. Paul M. Rosen to be Assistant Secretary of the Treasury for Investment Security.

We thank the nominees for appearing, and extend a warm welcome to their families and friends in attendance and watching from home.

To the nominees, thank you for your willingness to serve our country.

Ventris Gibson is the President's nominee to serve as the Director of the Mint. The agency to which Ms. Gibson has been nominated is the world's largest coin manufacturer.

In fiscal year 2021 alone, the Mint shipped 14.7 billion circulating coins. The Mint operates six facilities and employs more than 1,600 people.

It was also the only major world mint to maintain continuous production throughout the pandemic. All of this is a testament to its dedicated workers who design, produce, and protect our national assets.

For more than two centuries, the Mint has played an essential role in providing the American people and businesses with secure, privacy-respecting currency. It's the sole producer of circulating coins.

If confirmed, Ms. Gibson would be the first African American to lead the Mint. She represents yet another historic nomination by this Administration.

Ms. Gibson has devoted more than 40 years to public service, decades in top leadership positions throughout Government. A veteran of the U.S. Navy, she currently serves as the Acting Director of the Mint. Previously, Ms. Gibson served as the Director of Human Resources for the District of Columbia.

Prior to her time with the D.C. Government, Ms. Gibson served in high level leadership positions at the Departments of Health and Human Services, Transportation, and Veterans Affairs.

I am glad you can be here with us today, Ms. Gibson. And thank you for your many years of service to our country.

Paul Rosen is the President's nominee to serve as Assistant Secretary of the Treasury for Investment Security. This is an important national security position we created in 2018 through the passage of this Committee's work on the bipartisan Foreign Investment Risk Review Modernization Act, or FIRRMA.

If confirmed, Mr. Rosen would lead an office responsible for implementing the Department's responsibilities as Chair of the Committee on Foreign Investment in the United States, or CFIUS—an interagency Committee that reviews certain foreign investments in U.S. businesses.

Mr. Rosen previously held several senior leadership roles at the Department of Homeland Security, including serving as Chief of Staff to then-Secretary Jeh Johnson.

Prior to joining DHS, Mr. Rosen served as a Federal prosecutor at the Department of Justice, counsel on the Senate Judiciary Committee, and Staff Director to the Senate Caucus on International Narcotics Control.

Mr. Rosen is well respected by the national security community.

On Monday, a bipartisan group of 85 national security and law enforcement professionals—spanning Republican and Democratic administrations—sent a letter urging swift consideration and confirmation of Mr. Rosen. They wrote that “Paul is the right person with the right skills to safeguard U.S. national security when it comes to foreign investment in the United States.”

The Fraternal Order of Police wrote to Ranking Member Toomey and myself expressing its “strong support” of Mr. Rosen's nomination. I ask that these two letters be entered into the record.

Thank you, Mr. Rosen, for your prior service to our country and your willingness to serve once again.

Thanks again to the nominees for appearing here today. I look forward to your testimony.

PREPARED STATEMENT OF SENATOR PATRICK J. TOOMEY

Mr. Chairman, thank you.

Mr. Rosen and Ms. Gibson, welcome. I commend you both for your longstanding commitment to public service.

Mr. Rosen, you've been nominated for an important role at Treasury leading the Committee on Foreign Investment in the United States, known as CFIUS. CFIUS is an interagency body with the power to review, and, in some cases, advise the president to block, foreign direct investment into the United States, known as in-

bound FDI, on the grounds that certain investments may erode America's technological advantages that underpin our national security.

Maintaining our defense while upholding our economic prosperity is a sensitive and challenging task. The broad, free flow of capital is a fundamental part of our remarkably successful free market system.

In particular, inbound FDI is a source of much needed investment in American businesses. From 2016 through 2020, between \$150 billion and \$500 billion in FDI has flowed into the U.S. each year.

This inbound FDI can lower prices and increase the choices available to American consumers, strengthen the American workforce, increasing employment and wages, and fund research and development that contributes to technological innovation and economic growth.

However, foreign Governments and their agents know that investing in an innovative American firm can potentially give them access to its technology. Such investments, coupled with the tech transfers that may follow, have the potential to allow adversaries to make a technological jump that can be used against our national security—all without having to spend time and resources innovating themselves.

There's no more problematic, and systemic, threat in this regard than China. As the U.S. intelligence community's latest annual threat assessment says, "China will remain the top threat to U.S. technological competitiveness as Beijing targets key sectors and proprietary commercial and military technology from U.S. and allied companies and institutions. Beijing uses a variety of tools, from public investment to espionage, to advance its technological capabilities."

Protecting against the threat of adversaries using FDI to harm our national security is why we have CFIUS. But given the importance of inbound FDI to our economy, it's vital that CFIUS remains laser focused on screening for genuine national security threats while, at the same time, not undermining the attractiveness of the United States as a place to invest and innovate.

A slow CFIUS review process can disrupt individual deals. And a pattern of disruption will discourage valuable FDI. Most importantly, we must guard against CFIUS becoming a tool of economic protectionism.

Mr. Rosen, if confirmed, you'd be only our second Treasury Assistant Secretary of Investment Security. This position was formally created in 2018 by the Foreign Investment Risk Review Modernization Act, or FIRRMA.

FIRRMA made several notable changes to CFIUS. Before FIRRMA, CFIUS only reviewed transactions when a foreign person gained control or majority ownership of a U.S. company.

FIRRMA expanded the scope of transactions that CFIUS can review to include noncontrolling investments in certain U.S. businesses involved in critical technology, critical infrastructure, the collection of sensitive data on U.S. citizens, and certain real estate transactions near military bases and sensitive infrastructure sites.

FIRRMA also created a fast-track process that allows companies to potentially shorten the CFIUS review process through a mechanism called a declaration, as opposed to filing a traditional notification.

In the 4 years since FIRRMA was enacted, CFIUS has been processing an increasing number of transactions annually and appears to be doing so in a manner consistent with FIRRMA's intent.

In 2019, around 94 companies sought CFIUS' approval for their investments via the shorter declaration route. In 2020, that number increased by around 25 percent. And it is my understanding we should expect at least a similar increase in companies filing declarations in 2021 from 2020.

This trend suggests that the private sector is viewing the CFIUS declaration option as a viable means of subjecting transactions to Government review.

CFIUS is also increasingly approving a high percentage of declarations. CFIUS approved 36 percent of declarations in 2019 and 65 percent in 2020. It is my understanding that CFIUS approved at least 65 percent of declarations in 2021 as well.

These data points suggest that the declaration process is useful for CFIUS as well by allowing it to focus its attention on the transactions that merit the most scrutiny.

Given that CFIUS has its hands full doing this work, Congress and the Administration must be very cautious about taking any actions that would unduly burden, distract, or meddle with CFIUS' core mission. The negative effects could be immense, both in terms of harm to our economy and also harm to efficient and effective screenings by CFIUS.

Now turning to the U.S. Mint. Ms. Gibson has been nominated to serve as the Director of the Mint, which was established in 1792 in the great Commonwealth of Pennsylvania in Philadelphia.

The Founding Fathers understood that in order for the United States to prosper it needed its own monetary system. The Mint continues to play a vital role by manufacturing coins that Americans use every day. It also produces precious metal and collectible coins. For the Mint to thrive, it must continue to innovate and release new products that resonate with the public.

I look forward to hearing from today's nominees.

PREPARED STATEMENT OF VENTRIS C. GIBSON
TO BE DIRECTOR OF THE MINT, DEPARTMENT OF THE TREASURY

APRIL 6, 2022

Thank you, Mr. Chairman, Ranking Member, and distinguished Members of the Committee for allowing me to appear here today. With me today are my children: my son Alexander and his wife Katherine, my daughter Heather, and my son Charles. I am honored that the President nominated me to serve as the Director of the U.S. Mint, a responsibility that I do not take lightly; and I would like to thank Vice President Harris, Secretary Yellen, and Deputy Secretary Adeyemo for their support.

My career in public service began more than 40 years ago when, following high school, I joined the U.S. Navy. My time as a Navy Air Traffic Controller in Tennessee, Cuba and Sicily was one of the most rewarding experiences of my life.

After military service, I continued to serve my fellow veterans for 23 years at the Department of Veterans' Affairs. At VA, I advanced from an entry level professional to one of VA's most senior executives—Deputy Assistant Secretary. In those roles, I dedicated my life to our Nation's veterans by further developing employment programs and changing the diversity landscape of the Department.

In January 1998, I led the development of the Office of Resolution Management at the VA, where I was responsible for handling the Department's unlawful discrimination complaints and its alternative dispute resolution cases. I was also responsible for the development, articulation, and delivery of Department-wide human resources policies, plans, and programs for 260,000 employees.

A highlight during my time at the VA was serving as one of the first volunteers during the opening and dedication of the Vietnam Veterans Memorial. We were called upon to assist family members and friends in finding their loved ones' names on the wall. I can still see and feel the tears of those mothers, fathers, brothers, sisters, and fellow soldiers. For me, this moment crystalized our debt as a Nation to these fallen heroes and how their loss of life preserved our freedom and defended our democracy.

In 2003, the former Administrator for the Federal Aviation Administration (FAA) Marion Blakey, asked me to join her team as FAA's top human resources executive. In that role, I stabilized a human resources environment in the middle of a transition to a centralized model without negatively affecting the agency's mission. Then, in 2011, after 35 years of service I retired. In 2014, I was pulled from retirement and appointed to the Department of Health and Human Services (HHS) as the Associate Deputy Assistant Secretary for Human Resources. In that position, I worked with the Office of Personnel Management on several initiatives that led to flexible-hiring programs for HHS.

In 2015, Mayor Muriel Bowser appointed me to her cabinet as the city's Director of Human Resources, where I transformed the District of Columbia's human capital organization into a high performing, results-oriented organization. I managed a billion-dollar health benefits program for 80 agencies and 37,000 employees.

Last fall, I was honored to join the U.S. Mint as Deputy Director. The Mint has a rich and meaningful history, and it is the largest and most respected Mint in the world. I would consider it a privilege and a defining moment in my professional life to serve as Director.

If confirmed, I am ready to lead a workforce dedicated to connecting America through coins. I will focus on people—as they are key to the Mint's success; on our programs—from commemorative medals to collectible coins to circulating coins; and on our performance—one that is high performing and results oriented.

Thank you again for the opportunity to appear before the Committee today, and I welcome your questions.

STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES
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Name: (Gibson) (Ventris) (Cassandra)

Position to which nominated: Director, United States Mint, Department of the Treasury

Date of nomination: January 7, 2022

City of Residence: Amherst, Virginia

Education:	Dates Attended	Degrees Received	Dates of Degree
Ballou High School	1971-1973	High School Diploma	1973
U.S. Navy Air Traffic	1974-1975	FAA Certification	1975
University of Maryland	1980-1986	No Degree	None
Federal Executive Institute	2000-2000	Executive Certification	2000
Aspen Executive Institute	2000-2000	Leadership Certification	2000
Atlanta School of Justice Center	1999-1999	Mediation Certification	1999
St. James AME Church	1992-1993	Local Church Certification	N/A
USA Graduate School	1983-1990	Human Resources Courses	N/A
Leadership VA	1994-1995	Executive Training	Certification

*Nominees should provide information for all institutions attended, whether or not the nominee was granted a degree by the institution

Honors and awards: List below all scholarships, fellowships, honorary degrees, military medals, honorary society memberships and any other special recognitions for outstanding service or achievement.

United States Navy 1976 – Sailor of the Year, USNAS Guantanamo Bay, Cuba
 New Jersey Metropolitan Woman of the Year 1993 – Federal Executive Board, Newark, NJ
 Department of Veterans Affairs Meritorious Service Award 2003
 Department of Veterans Affairs Distinguished Service Award 2002 in recognition of the Women in the VA Study
 Executive Bonuses 1999- 2010 (Each year of executive service from VA, FAA, HHS)
 Congressional Award for Excellence 2003 – Committee on Veterans Affairs
 Department of Transportation – 2003 – Commendation from Secretary Ray LaHood
 FAA Hispanic Association – 2002 – President’s Award
 FAA Managers Association – 2001 – Leadership Award
 Department of Labor Award for Workers Compensation
 National Academy of Public Administration Fellow 2021

Memberships: List below all memberships and offices held in professional, fraternal, business, scholarly, civic, social, charitable and other organizations.

Organization	Office Held (if any)	Dates of Membership
Partnership for Public Service	Strategic Advisor to Government Executives for Human Capital	2003 - 2021
Chief Human Resources	Member, Governing Body	2016 - 2021
National Academy of Public Administration	Fellow	2021 - Present
Reid Temple AME Church	Commissioner of Welfare	2010 - 2014
Reid Temple AME Church	Steward	2008 - 2014
Reid Temple AME Church	Director of Communications	2004 - 2010
American Legion	Member	2010 - 2017

Employment record: List below all positions held since graduation from college including the title or description of job, name of employer, location of work, and inclusive dates of employment.

Deputy Director, United States Mint, Department of the Treasury
Washington, DC 10/21 to Present

Director of Human Resources (CHRO)
District of Columbia Government 08/15 to 10/21

Associate Deputy Assistant Secretary for HR (CHRO), Department of Health and Human Services
Washington, DC 05/14 to 08/15

Director of Administration, National Labor Relations Board (NLRB)
Washington, DC 01/13 to 05/14

Chief Executive Officer (CEO), Gibson Associates Consulting
Bowie, MD 4/11 to 01/13

Assistant Administrator for Human Resources (CHRO), Department of Transportation
Federal Aviation Administration
Washington, DC 11/03 to 04/11

Deputy Assistant Secretary for HR, Department of Veterans Affairs
Washington, DC 10/00 to 11/03

Deputy Assistant Secretary for Resolution Management, Department of Veteran Affairs
Washington, DC 02/1998 to 10/2000

Various Positions

Department of Veteran Affairs, Veterans Benefits Administration
Washington, DC

02/1980 to 02/1998

Air Traffic Controller

United States Navy (Active Duty)

04/1974 to 09/1977

Government Experience: List any experience in or direct association with Federal, State, or local governments including any advisory, consultative, honorary or other (including part-time) service or positions.

See previous question

Published writings: List the titles, publishers and dates of books, articles, reports and other published materials you have written. The list should include any publicly accessible publications on the internet in the past ten years, including appropriate URLs for any posts on blogs you maintained or contributed to, and URLs for any other significant internet-based postings during that same period. If available, provide the Committee with **one digital copy** of each of the writings you list.

None

Speeches and presentations: List all of the formal speeches and presentations (e.g., PowerPoint) you have delivered during the past ten years which are on topics relevant to the position for which you have been nominated, including dates. If available, provide the Committee with **one digital copy** of each formal speech and presentation. If text is no longer available, list the date, place, and organization or group to whom you made the speech or presentation.

None

Public statements: List all public statements you have made during the past ten years which are on topics relevant to the position for which you have been nominated, including dates. Whenever possible, provide the Committee with finding aids (such as citations, internet URLs, etc.) for each statement.

None

Social media usernames: Please provide a list of all of your currently active social media usernames (e.g., Facebook, Instagram, Twitter, etc.), and any usernames for any inactive accounts you have used within the previous ten years.

Ventris.gibson (LinkedIn)
Ventris.gibson (Facebook)
Dreamsweetspirit (Instagram)
Ventris2 (Twitter)
Ventris.gibson (Pinterest)

Political affiliations activities: List memberships and offices held in and services rendered to all political parties or election committees during the last ten years.

List all public offices, if any, for which you have been a candidate in the past ten years.

Name of Office	Elected/Appointed Candidate Only	Year(s) Election Held or Appointment Made	Terms of Service (if applicable)
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None

Political contributions: Itemize all political contributions which exceed \$200 or which aggregate to over \$200 in a calendar year to any individual, campaign organization, political party, political action committee or similar entity during the last ten years and identify specific amounts, dates, and names of recipients.

2021	Democratic Senate Campaign Committee	\$188
2020	Democratic Senate Campaign Committee	\$650
2020	Biden for President	\$550
2019	Biden for President	\$150
2019	Democratic Senate Campaign Committee	\$75

Qualifications: State fully your qualifications to serve in the position to which you have been named. (attach sheet)

I welcome your favorable consideration and support for my nomination to the position of Director of the United States Mint.

Since joining the United States Navy in 1974, and following my honorable discharge in 1977, I have always had a passion for public service. For me, there is no greater career calling than to serve the American people. Working for the federal government has been, and will always be, what has defined me over time, as an individual, as an employee, and as a leader.

Over the course of my 45 years of public service, I have held increasingly responsible positions in several different federal agencies and at the local government level. These opportunities culminated to where I am today and that is being nominated by the President of the United States to an agency whose rich history ensures that we continuously connect America through coins. My leadership experience over the past two decades have given me the unique ability to lead organizations, improve operations, and ensure mission accomplishment. I embrace three leadership principles that I live by – FIT (Fairness, Integrity and Trust).

I have received numerous executive bonuses, commendations, and meritorious/distinguished service awards throughout my career.

I also bring a wealth of leading people, leading change, business acumen (human capital, budget formulation and execution, customer service, process improvement, information technology), and leadership.

Future Employment relationships: 1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

I currently serve as the Deputy Director of the U.S. Mint. I am not affiliated with any other organization in which I would need to sever a relationship.

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization?

No

3. Has anyone made a commitment to employ you after you leave government service?

No

4. Do you expect to serve the full term for which you have been appointed?

Yes

Potential conflicts of interest: 1. Describe any financial arrangements or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest with the position to which you have been nominated.

None

3. Describe any business relationship, dealing or financial transaction (other than tax paying) which you have had during the last ten years with the Federal Government, whether for yourself, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest with the position to which you have been nominated.

None

4. List any lobbying activity during the past ten years in which you have engaged in for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation at the national level of government or affecting the administration and execution of national law or public policy.

None

5. Explain how you will resolve any conflict of interest that may be disclosed by your responses to the items above.

None

Tax compliance and bankruptcy:

1. In the past ten years, have you and your spouse (if applicable) filed and paid all taxes (federal, state, and local) as of the date of your nomination? Indicate if you filed as 'married filing separately.'

Yes.

2. In the past ten years, have you been required to make any back tax payments? If so, indicate if you have made any back tax payments and provide full details.

No.

3. Has a tax lien or other collection procedure(s) been instituted against you or your spouse (if applicable) by federal, state, or local authorities? If so, provide full details.

No

4. In the past ten years, have you or your spouse (if applicable) ever been the subject of any audit, investigation, or inquiry for federal, state, or local taxes? If so, provide full details.

No

5. Were all your Federal, State, local, and other tax returns and tax liabilities of any kind current (filed and paid when due) as of the date of your nomination? If not, provide details.

Yes.

6. Have you ever filed for bankruptcy? If so, provide details.

I filed bankruptcy in 1994 as a result of my son having major brain surgery. My health insurance did not cover all of the costs for the surgery and 4 month recovery period. I had no other option but to file. The judge in the state of New Jersey, at the time, was very sympathetic and applauded my decision as I did not include other items unrelated to my son's health care. My son made a complete recovery.

Civil, criminal and investigatory actions:

1. Have you ever been the subject of a complaint or been investigated, disciplined, or otherwise cited for a breach of ethics for unprofessional conduct before any court, administrative agency (e.g. an Inspector General's office), professional association, disciplinary committee, or other ethics enforcement entity at any time? If so, provide details, regardless of outcome.

No

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority for a violation of any Federal, State, county or municipal law, regulation, or ordinance, other than a minor traffic offense? If so, provide details.

No

3. Have you ever been involved as a party in interest in any administrative agency proceeding, or civil litigation other than a divorce proceeding? If so, provide details.

In 1994, when my son's brain surgery occurred, my landlord advised that my dog broke a portion of the fence in the backyard. I advised that it was the snow storm we had that previous year. After much deliberation, we ended up in small claims court. Unfortunately, I did not prevail and had to pay the cost of the fence, which was approximately \$750.

As a result of the positions I have occupied in the federal government, and not my personal life, I have been involved in other administrative agency proceedings. These included third party arrangements as a result of an HR policy, a disciplinary or adverse action against an employee, or litigation by labor unions, EEOC, etc. These were filed against the agency and not against me individually.

In 2005, the Federal Aviation Administration (FAA) outsourced Flight Service Station Air Traffic Control to Lockheed Martin. This impacted 2500 employees as they were then subject to reduction in force (even though they were offered employment with Lockheed). A number of employees filed an age discrimination complaint against FAA. As the HR Director, I had to testify about the reduction in force. The case was settled in 2021.

4. Have you ever been convicted (including pleas of guilty or nolo contendere) of any criminal violation other than a minor traffic offense? If so, provide details.

No

Other information: Please advise the Committee of any additional information, favorable or unfavorable, which you believe should be considered in connection with your nomination.

I have served as a public servant for most of my adult life. It has been a joy and an honor to serve the American people. Following military service (honorable discharge), I began my federal government career and retired after 35 years in 2011. I stayed retired for less than 2 years and returned in 2013 for what I thought to be a short period of service to assist the National Labor Relations Board. It was at that time that HHS also called upon me and following HHS, the District of Columbia asked me to join their team. I am excited to become the Director of the U.S. Mint if confirmed by the Senate.

Public records search: Do you consent to allow Committee staff to conduct a public records search on you using appropriate search tools? (including Westlaw, Lexis, etc.)

Yes, I consent.

The undersigned certifies that the information contained in the public statement to the Committee is true and correct.

Signed: *Ventria C. Gibson* Date: 03/21/2022

PREPARED STATEMENT OF PAUL M. ROSEN

TO BE ASSISTANT SECRETARY OF THE TREASURY FOR INVESTMENT SECURITY,
DEPARTMENT OF THE TREASURY

APRIL 6, 2022

Chairman Brown, Ranking Member Toomey, distinguished Members of the Committee—it is an honor to sit here before you as the President’s nominee to serve as the Assistant Secretary of the Office of Investment Security for Treasury.

My life’s journey into public service has roots in these very halls going back nearly 50 years. In 1973, my parents met working in Congress—my father, from California, a legislative assistant, and my mother, originally from Southeast Washington, DC, a legislative secretary—both working for Yvonne Brathwaite Burke, the first African-American woman elected to Congress from California. My parents were drawn to Capitol Hill by a desire to serve, which was a value instilled by their parents, including by my grandfather who enlisted in the Army to fight as a Corporal in World War II, and by my grandmother who worked for 34 years at the U.S. Census Bureau.

My parents married and relocated to California, where they raised my brother and me, instilling in us the same values of service, integrity and hard work. My mother went on to teach elementary school for 38 years, and my father practiced law with two friends while continuing public service, volunteering on city commissions and arts and education boards for more than two decades. Both, now in their 70s, continue to work to this day. My brother also found his own calling in community service: After a long and difficult battle with addiction, he became a counselor at a rehabilitation facility and helps at-risk youth, speaking to schools and providing adolescents with healthy tools to cope with the stresses of life. I’m extremely proud that this summer will mark his 18th year of sobriety.

My own path was greatly influenced by this history. After graduating college, I packed a suitcase and bought a one-way ticket to Washington, DC, with the goal of working on Capitol Hill. My first opportunity was volunteering as an intern for the late Senator Carl Levin, and later I worked as a staff assistant for then-Senator Joe Biden. After attending law school and then clerking for a Federal judge, I returned to the Senate to serve as a counsel on the Senate Judiciary Committee, and then for another decade in various jobs at the Justice Department and Department of Homeland Security working to protect national security and public safety. I was drawn to these roles, in part, from witnessing the scourge of illegal drugs and the impact they’ve had on victims like my brother and so many others.

Like my parents did a half century ago, I met my wife Casey on this journey, and we are blessed to have a beautiful baby girl. Casey is with me here today, while our daughter is home in California with her grandparents watching the hearing. I can’t thank them and our entire family enough for their love, support, and sacrifice.

The Committee on Foreign Investment in the United States, or CFIUS, plays a vital role in protecting U.S. national security. As technology advances at warp speed and the intentions and capabilities of our adversaries expand, CFIUS, and the talented career public servants who support it, are a critical gatekeeper in protecting the United States from malign foreign investment while continuing to promote an open investment climate. And there is perhaps no more consequential time in our history than now to make sure that, working with this Committee, CFIUS is successful in executing its critical national security mission.

My professional path, experiences, and values have prepared me well to fulfill the role of Assistant Secretary. My work as a prosecutor, senior Government official and national security lawyer uniquely position me to fully and faithfully execute Congress’ statutory mandate as set forth in the landmark Foreign Investment Risk Review Modernization Act (FIRRMA), a vitally important bipartisan law that updated the framework of the functions and authorities of CFIUS.

If confirmed, I would be honored to serve alongside the talented and dedicated career professionals in the Office of Investment Security and International Affairs to preserve an open investment environment that supports economic growth and innovation while protecting U.S. national security interests.

I look forward to your questions.

Organization	Office Held (if any)	Dates of Membership
U.S. Anti-Doping Agency	Board Member	2021-present
Science & Technology Section, Homeland Security Committee, American Bar Association	Co-Chair	2017-2021
White Collar Crime Committee, American Bar Association	Member	2017-present
Pacific Council on International Policy	Member	2016-present
Bet Tzedek Legal Services	Board Member	2019-present
Federal Bar Association – Los Angeles Chapter	Board Member	2019-present
Association of Business Trial Lawyers – Los Angeles Chapter	Board Member	2021 to present
Aventas, Inc.	Advisory Board Member (uncompensated)	2019-2021
Hillcrest Country Club - Los Angeles, CA	Intermediate Non-Equity Member	2005-2006. (I took a leave of absence in 2006 when I moved to Washington, D.C. and resigned in 2009.)
USC Law Moot Court Honors Program	Editor and Member	2003-2005
Reading to Kids	Volunteer	Summer 2003 – Winter 2006
Phi Beta Kappa	Member	200-present
Golden Key Honor Society		2000-present
Sigma Chi	Member	1997-2000
California State Bar	Member	2005 to present
District of Columbia Bar	Member	2018 to present
Whyland Condominium Homeowners Association	Member	2013-present

Employment record: List below all positions held since graduation from college including the title or description of job, name of employer, location of work, and inclusive dates of employment.

<u>Crowell & Moring LLP</u> , Los Angeles, CA	2017-Present
Partner	
<u>Biden-Harris Transition Team (PT Fund, Inc.)</u> , Washington, D.C.	2020-2021
Volunteer	
<u>U.S. Department of Homeland Security</u> , Washington, D.C.	
Chief of Staff, Office of the Secretary	2015-2017
Deputy Chief of Staff, Office of the Secretary	2014-2015
Senior Counselor, Office of the Secretary	2014-2014
Chief of Staff, U.S. Immigrations & Customs Enforcement	2013-2014
<u>U.S. Department of Justice</u> , Washington, D.C.	
Trial Attorney, Fraud Section, Criminal Division	2011-2013
Special Assistant United States Attorney,	
U.S. Attorney's Office, Eastern District of Virginia	2010-2011
Counsel, Office of the Assistant Attorney General, Criminal Division	2009-2013

<u>Obama-Biden Transition Project, Washington, D.C.</u> Volunteer	2008-2009
<u>U.S. Senate Committee on the Judiciary, Washington, D.C.</u> Counsel to U.S. Senator Joseph R. Biden, Jr. Staff Director, Caucus on International Narcotics Control (concurrently while SJC Counsel)	2006-2009
<u>United States District Court, Central District of California, Chambers of Hon. Gary Allen Feess,</u> <u>United States District Judge (Ret.), Los Angeles, CA</u> Law Clerk	2005-2006
<u>Overland Borenstein Scheper & Kim LLP, Los Angeles, CA</u> Law Clerk	2004
<u>Winston & Strawn, LLP, Los Angeles, CA</u> Summer Law Clerk	Summer 2004
<u>U.S. Attorney's Office, Central District of California,</u> <u>U.S. Department of Justice, Los Angeles, CA</u> Summer Intern	Summer 2003
<u>U.S. Senate, Office of Senator Joseph R. Biden, Jr., Washington, D.C.</u> Assistant to the Chief of Staff Staff Assistant	2001-2002
<u>Merv Griffin Event, Los Angeles, CA</u> Assistant	2001
<u>Sushi Zanmai Restaurant, Boulder, CO</u> Server/Busser	2000-2001

Government Experience: List any experience in or direct association with Federal, State, or local governments including any advisory, consultative, honorary or other (including part-time) service or positions.

Name of Government Entity	Position	Dates of Service
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My government experience is described above in the preceding "Employment Record" section of the questionnaire. In addition, while in college, in the summer of 2000 I served as an intern at the U.S. Embassy in Santiago, Chile through a State Department internship program.

Published writings: List the titles, publishers and dates of books, articles, reports and other published materials you have written. The list should include any publicly accessible publications on the internet in the past ten years, including appropriate URLs for any posts on blogs

you maintained or contributed to, and URLs for any other significant internet-based postings during that same period. If available, provide the Committee with **one digital copy** of each of the writings you list.

See Attachment A.

Speeches and presentations: List all of the formal speeches and presentations (e.g., PowerPoint) you have delivered during the past ten years which are on topics relevant to the position for which you have been nominated, including dates. If available, provide the Committee with **one digital copy** of each formal speech and presentation. If text is no longer available, list the date, place, and organization or group to whom you made the speech or presentation.

See Attachment B.

Public statements: List all public statements you have made during the past ten years which are on topics relevant to the position for which you have been nominated, including dates. Whenever possible, provide the Committee with finding aids (such as citations, internet URLs, etc.) for each statement.

See Attachment C.

Social media usernames: Please provide a list of all of your currently active social media usernames (e.g., Facebook, Instagram, Twitter, etc.), and any usernames for any inactive accounts you have used within the previous ten years.

LinkedIn: Paul-Rosen (active, with sporadic posting)
 Facebook: MrPaulRosen (active, though rarely do I post anything)
 Instagram: @rosenpmr (active, though rarely do I post anything)
 Twitter: @P_Rosen (active, though I do not recall ever posting)

Political affiliations activities: List memberships and offices held in and services rendered to all political parties or election committees during the last ten years.

Biden for President, Volunteer, 2020
 Obama for America, Voter Protection Team, Volunteer, 2016

List all public offices, if any, for which you have been a candidate in the past ten years.

Name of Office	Elected/Appointed Candidate Only	Year(s) Election Held or Appointment Made	Terms of Service (if applicable)
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N/A

Political contributions: Itemize all political contributions which exceed \$200 or which aggregate to over \$200 in a calendar year to any individual, campaign organization, political party, political action committee or similar entity during the last ten years and identify specific amounts, dates, and names of recipients.

Steven Dettelbach for Ohio, \$250, October 12, 2018
 Biden for President, \$1000, April 25, 2019
 Biden for President, \$250, March 11, 2020
 Biden Victory Fund, \$500, August 11, 2020
 Sam Yebri for City Council 2022, \$250, April 26, 2021

Qualifications: State fully your qualifications to serve in the position to which you have been named.
 (attach sheet)

My relevant experience includes: investigating, building, and prosecuting corporate fraud and drug trafficking cases; unraveling sophisticated cybersecurity attacks and helping organizations build data security and data privacy programs and defend against such attacks – including from nation-state threat actors; helping to manage the third largest agency of government, whose mission is homeland and national security; and conducting diplomatic engagements with nation-state partners and foes to protect U.S. national security interests. If confirmed, these experiences and others will serve me well to lead the Office of Investment Security at Treasury.

After clerking for a federal judge in 2005, I started my legal career as Counsel on the Senate Judiciary Committee (concurrently serving as Staff Director of the Senate Drug Caucus), where I advised then-Senator Biden on legal and policy issues, including countering narcotics trafficking and combating transnational criminal organizations. I worked closely with Members and staff from both sides of the aisle to advance legislation to protect the United States.

Thereafter, I served in the Department of Justice for more than four years, including as a prosecutor building, investigating, and prosecuting drug trafficking cases and financial crimes against companies and individuals. I led teams of investigators and prosecutors to deploy investigative techniques to identify and unravel sophisticated criminal networks, including those using cyber-enabled technology to commit their crimes. This work included targeting mortgage fraud and foreclosure rescue scams and the harm caused to consumers emanating from the 2008 financial crisis, Foreign Corrupt Practices Act, bankruptcy fraud, procurement fraud stemming from the wars in Afghanistan and Iraq, identity theft and consumer fraud, and related schemes. I was recognized by the Council of Inspectors General on Integrity and Efficiency with the Investigative Award of Excellence for my work. If confirmed, my investigative experience will serve me well in leading a team that dissects complex commercial transactions that may pose national security concerns.

During my 12 years of government service, I also served more than three years in the Department of Homeland Security (DHS), including as Chief of Staff to Secretary Jeh Johnson. At DHS, I had significant management responsibilities over personnel, budgets, and complex organizational issues. I also managed significant national security and homeland security threats such as those posed by nation-states, including the theft of intellectual property, cybersecurity attacks, and the targeting of Americans' sensitive personal data. I also oversaw CFIUS matters that required decisions by senior DHS personnel, including the Secretary. In all of this work, I observed firsthand the capabilities and intentions of nation-state actors, most prominent and concerning among these was China.

Future Employment 1. Indicate whether you will sever all connections with your present employer, business relationships: firm, association or organization if you are confirmed by the Senate.

Yes, though certain retirement accounts may remain in place without further contributions and certain payments, such as return of contributed law firm capital, will occur over a period of time as detailed below.

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization

No.

3. Has anyone made a commitment to employ you after you leave government service?

No.

4. Do you expect to serve the full term for which you have been appointed?

Yes.

Potential conflicts of interest:

1. Describe any financial arrangements or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

N/A

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest with the position to which you have been nominated.

Any potential conflict of interest will be resolved in accordance with the terms of my ethics agreement, which was developed in consultation with ethics officials at the Department of Treasury and the Office of Government Ethics. I understand that my ethics agreement has been provided to the Committee. I am not aware of any potential conflict other than those addressed by my ethics agreement.

3. Describe any business relationship, dealing or financial transaction (other than tax paying) which you have had during the last ten years with the Federal Government, whether for yourself, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest with the position to which you have been nominated.

N/A

4. List any lobbying activity during the past ten years in which you have engaged in for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation at the national level of government or affecting the administration and execution of national law or public policy.

N/A

5. Explain how you will resolve any conflict of interest that may be disclosed by your responses to the items above.

Any potential conflict of interest will be resolved in accordance with the terms of my ethics agreement, which was developed in consultation with ethics officials at the Department of Treasury and the Office of Government Ethics. I understand that my ethics agreement has been provided to the Committee. I am not aware of any potential conflict other than those addressed by my ethics agreement.

Tax compliance and bankruptcy:

1. In the past ten years, have you and your spouse (if applicable) filed and paid all taxes (federal, state, and local) as of the date of your nomination? Indicate if you filed as 'married filing separately.'

Yes.

2. In the past ten years, have you been required to make any back tax payments? If so, indicate if you have made any back tax payments and provide full details.

No.

3. Has a tax lien or other collection procedure(s) been instituted against you or your spouse (if applicable) by federal, state, or local authorities? If so, provide full details.

No.

4. In the past ten years, have you or your spouse (if applicable) ever been the subject of any audit, investigation, or inquiry for federal, state, or local taxes? If so, provide full details.

In 2021, the State of California Franchise Tax Board sent me an inquiry related to one quarter's estimated tax payments that they claimed were unpaid. That inquiry, however, was in error, as the taxes were timely paid and the Franchise Tax Board corrected their error.

5. Were all your Federal, State, local, and other tax returns and tax liabilities of any kind current (filed and paid when due) as of the date of your nomination? If not, provide details.

Yes.

6. Have you ever filed for bankruptcy? If so, provide details.

No.

Civil, criminal and investigatory actions:

1. Have you ever been the subject of a complaint or been investigated, disciplined, or otherwise cited for a breach of ethics for unprofessional conduct before any court, administrative agency (e.g. an Inspector General's office), professional association, disciplinary committee, or other ethics enforcement entity at any time? If so, provide details, regardless of outcome.

No.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority for a violation of any Federal, State, county or municipal law, regulation, or ordinance, other than a minor traffic offense? If so, provide details.

On July 4, 1997, while in college, I was held and thereafter released by the Newport Beach Police Department for public intoxication during an Independence Day celebration. I was not arrested, charged or convicted of any offense, and never have been.

3. Have you ever been involved as a party in interest in any administrative agency proceeding, or civil litigation other than a divorce proceeding? If so, provide details.

No.

4. Have you ever been convicted (including pleas of guilty or nolo contendere) of any criminal violation other than a minor traffic offense? If so, provide details.

No.

Other information: Please advise the Committee of any additional information, favorable or unfavorable, which you believe should be considered in connection with your nomination.

Nothing additional.

Public Records search: Do you consent to allow Committee staff to conduct a public records search on you using appropriate search tools, including Westlaw, Lexis, etc.?)

Yes.

The undersigned certifies that the information contained in the public statement to the Committee is true and correct.

Signed:  Date: 3/23/2022

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

Attachment A: Published Writings

No.	Date	Title	Publication
1.	May 12, 2017	"President Issues Executive Order to Strengthen Cybersecurity of Federal Networks and U.S. Critical Infrastructure"	Crowell & Moring LLP Client Alert (Co-Author)
2.	May 31, 2017	"Summary of the PRC Cybersecurity Law"	Crowell & Moring LLP Client Alert (Co-Author)
3.	June 5, 2017	"The PRC Cybersecurity Law Takes Effect"	Crowell & Moring LLP Client Alert (Co-Author)
4.	June 28, 2017	"DoD Meets Contractors Half-Way at Industry Information Day"	Crowell & Moring LLP Client Alert (Co-Author)
5.	July 18, 2017	"Courts Tackle Tech and Privacy Trends in Law Enforcement"	Law 360 (Co-Author)
6.	August 3, 2017	"New Jersey Restricts Retailers' Collection and Use of Customer Information"	Crowell & Moring LLP Client Alert (Co-Author)
7.	August 21, 2017	"DOJ Asks Supreme Court to Resolve Split Over Its Ability to Compel Foreign Records"	Crowell & Moring LLP Client Alert (Co-Author)
8.	August 23, 2017	"Risks Posed by Third Party Vendors Increasingly a Challenge for Businesses"	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
9.	August 30, 2017	"State and Federal Agencies Look to Contractors in the Wake of Hurricane Harvey"	Crowell & Moring LLP Client Alert (Co-Author)
10.	September 14, 2017	"DOT and NHTSA Release New "2.0" Guidance for Automated Vehicles"	Crowell & Moring LLP Client Alert (Co-Author)
11.	October 30, 2017	"Ransomware: What Every Corporate Executive Needs to Know"	Corporate Counsel (Co-Author)
12.	November 16, 2017	"To Disclose or Not To Disclose: Federal Government & Cybersecurity Vulnerabilities"	Crowell & Moring LLP Client Alert (Co-Author)
13.	November 20, 2017	"Gag Orders on Tech Companies: A Higher Burden on Prosecutors"	Crowell & Moring LLP Client Alert (Co-Author)
14.	November 30, 2017	"Guest Opinion: Safely Navigating a Driverless Future"	San Francisco Business Times (also published in the Silicon Valley Business Journal)
15.	November 30, 2017	"DOJ Creates Presumption of Corporate Declination in FCPA Cases"	Crowell & Moring LLP Client Alert (Co-Author)
16.	December 1, 2017	"No Post-Thanksgiving Break for Cyber – DoD and NIST Publish New Guidance"	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
17.	December 7, 2017	DOJ Creates Presumption of Corporate Declination in FCPA Cases	Crowell & Moring LLP Client Alert (Co-Author)
18.	December 19, 2017	"DOJ Tells Prosecutors to Gather Information from Subject Companies Before Approaching Cloud Service Providers"	Crowell & Moring LLP Client Alert (Co-Author)
19.	December 29, 2017	"Navigating Cross-Border Criminal Enforcement and 'Allen'"	National Law Journal (Co-Author)
20.	January 8, 2018	Searches of Electronic Devices at the Border Increase Nearly 60 Percent; DHS Issues Updated Border Search Policy	Crowell & Moring LLP Client Alert (Co-Author)
21.	January 10, 2018	Searches of Electronic Devices at the Border Increase Nearly 60 Percent; DHS Issues Updated Border Search Policy	Crowell & Moring LLP Client Alert (Co-Author)
22.	January 25, 2018	"What Boards And Executives Can Learn From Government Crisis Management"	Corporate Secretary
23.	February 13, 2018	"National Archives Issues Non-FAR-Based Guidance for Controlled Unclassified Information"	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
24.	February 26, 2018	"U.S. Securities and Exchange Commission Ups the Ante for Addressing Corporate Cyber Risks"	Crowell & Moring LLP Client Alert (Co-Author)
25.	February 26, 2018	"Is Government Data at Risk? Study Finds Industry Cybersecurity Lagging Government"	Crowell & Moring LLP Client Alert (Co-Author)
26.	May 10, 2018	"Cybersecurity Q&A With Crowell & Moring's Paul Rosen"	National Association of Women in Real Estate Businesses
27.	May 10, 2018	"New DOJ Policy Encourages Coordination Among Regulators To Limit "Piling On" Corporate Penalties"	Crowell & Moring LLP Client Alert (Co-Author)
28.	May 25, 2018	"Another Circuit Weighs in on Border Search Authority Creating Circuit Split: No Reasonable Suspicion Required for Forensic Searches of Electronic Devices at the Border"	Crowell & Moring LLP Client Alert (Co-Author)
29.	May 31, 2018	"Prepared For The Hack: Demystifying Cybersecurity For Corporate Executives"	Corporate Counsel (Co-Author)
30.	June 12, 2018	"Eleventh Circuit Reins in the Federal Trade Commission"	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
31.	June 20, 2018	“NIST Offers a Two-for-One Special on Cybersecurity Updates”	Crowell & Moring LLP Client Alert (Co-Author)
32.	June 25, 2018	“Relying On ‘Seismic Shifts In Digital Technology,’ Supreme Court Requires Probable Cause For Historical Cellphone-Location Data”	Crowell & Moring LLP Client Alert (Co-Author)
33.	June 29, 2018	“A New Privacy and Data Control Framework in California”	Crowell & Moring LLP Client Alert (Co-Author)
34.	July 27, 2018	“Time is not on the SEC’s Side: EDNY Issues New Statute of Limitations Ruling in the Wake of <i>Kokesh</i>”	Crowell & Moring LLP Client Alert (Co-Author)
35.	August 3, 2018	“Congress Seeks Secure Federal IT Systems”	Crowell & Moring LLP Client Alert (Co-Author)
36.	August 14, 2018	“Deliver Uncompromised – or Else? DoD Considers Elevating Security in its Procurement Process”	Crowell & Moring LLP Client Alert (Co-Author)
37.	August 14, 2018	“A New Privacy And Data Control Framework In California”	Thomson Reuters Westlaw (Co-Author)
38.	August 20, 2018	“FY 2019 NDAA – Cyber Focus”	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
39.	August 21, 2018	U.S. National Security Review of Foreign Investment: Revisions to CFIUS Legislation Signed Into Law	Crowell & Moring LLP Client Alert (Co-Author)
40.	August 22, 2019	“Finally Heard – Cyber Help for Small Businesses is on Its Way”	Crowell & Moring LLP Client Alert (Co-Author)
41.	August 29, 2019	“Second Circuit Rejects Government’s Attempt to Expand the Extraterritorial Reach of the FCPA Utilizing Accomplice and Conspiracy Liability”	Crowell & Moring LLP Client Alert (Co-Author)
42.	September 14, 2018	“State and Federal Agencies Look to Contractors in the Wake of Hurricane Florence”	Crowell & Moring LLP Client Alert (Co-Author)
43.	October 1, 2018	“Finally, Cyber Help For Small Businesses Is On Its Way”	Law360 (Co-Author)
44.	October 5, 2018	“New National Cyber Strategy Outlines President’s Cyber Agenda”	Crowell & Moring LLP Client Alert (Co-Author)
45.	October 17, 2018	“CFIUS Pilot Program Initiates Mandatory Notice of Foreign Investment in Certain Sectors”	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS**June 2017 – Present**

No.	Date	Title	Publication
46.	November 7, 2018	"Now That The Democrats Have Won The House, Who Will They Investigate And How?"	Forbes
47.	November 8, 2018	"SEC Encourages Internal Accounting Controls to Guard Against Cyber Fraud"	Crowell & Moring LLP Client Alert (Co-Author)
48.	November 30, 2018	"DOJ Resets Bar for Corporate-Cooperation Credit and Shifts Emphasis in False Claims Act Cases from Individual Accountability to Monetary Recovery"¹	Crowell & Moring LLP Client Alert (Co-Author)
49.	December 20, 2018	"Lessons From The House Report On The Equifax Breach"²	Crowell & Moring LLP Client Alert (Co-Author)
50.	January 3, 2019	"GAO Recommends Enhancements to TSA's Cyber and Physical Security Programs"	Crowell & Moring LLP Client Alert (Co-Author)

¹ Republished the following year by Westlaw, available here <https://www.crowell.com/files/20190115-DOJ-Resets-Bar-for-Corporate-Cooperation-Credit.pdf>.

² Republished the following year by Pratt's Privacy & Cybersecurity Law Report, available at <https://www.crowell.com/files/2019-Lessons-From-The-House-Report-On-The-Equifax-Breach.pdf>.

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
51.	January 4, 2019	"California Department of Justice Announces Public Forums on California Consumer Privacy Act (CCPA) as Part of Rulemaking Process"	Crowell & Moring LLP Client Alert (Co-Author)
52.	January 6, 2019	"2019: The Year Of The Investigation. From Mueller to #MeToo And Beyond"	Forbes
53.	March 1, 2019	California Considers Bill to Expand CCPA	Crowell & Moring LLP Client Alert (Co-Author)
54.	March 19, 2019	"Varsity Blues: How Universities Can Protect Themselves In The Wake Of The Admissions Scandal"	Forbes
55.	March 28, 2019	"Seventh Circuit Wades into Big Data Case Law"	Crowell & Moring LLP Client Alert (Co-Author)
56.	May 15, 2019	"Legal Landmines And Patchworks: The State Of Privacy And Cybersecurity Compliance For Business"	Forbes
57.	August 1, 2019	"Living In A Twitter World: Focusing On News That Matters In A Digital Age"	Forbes
58.	September 5, 2019	State and Federal Agencies Look to Contractors in the Wake of Hurricane Dorian	Crowell & Moring LLP Client Alert (Co-Author)
59.	September 20, 2019	Final CCPA Amendments Move to Governor's Desk	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
60.	September 25, 2019	"National Security And Business Deals: What Every Company Needs To Know About CFIUS"	Forbes
61.	October 15, 2019	Proposed CCPA Regulations from California Attorney General Just Issued: Part I – An Analysis of Required Consumer Notice	Crowell & Moring LLP Client Alert (Co-Author)
62.	October 17, 2019	UPDATE: California Governor Signs CCPA, Data Breach Amendments	Crowell & Moring LLP Client Alert (Co-Author)
63.	October 18, 2019	Proposed CCPA Regulations from California Attorney General: Part II -- An Analysis of Handling Consumer Requests under the CCPA	Crowell & Moring LLP Client Alert (Co-Author)
64.	November 13, 2019	Proposed CCPA Regulations from California Attorney General: Part III – An Analysis of the Requirement to Verify Consumer Requests and Parental Consents	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
65.	December 9, 2019	Proposed CCPA Regulations from California Attorney General: Part IV – Service Providers & Financial Incentives	Crowell & Moring LLP Client Alert (Co-Author)
66.	January 13, 2020	California’s Landmark Privacy Law Now in Effect	Crowell & Moring LLP Client Alert (Co-Author)
67.	January 28, 2020	NIST Floats Revised IoT Guidance as California Law Goes Into Effect	Crowell & Moring LLP Client Alert (Co-Author)
68.	January 29, 2020	"Responding To The Coronavirus: Lessons Learned From The Fight Against Ebola"	Forbes
69.	February 3, 2020	Coronavirus: DHS Announces New Travel Restrictions on Certain Inbound U.S. Flights and Travelers from China, Including Medical Screening and Quarantine	Crowell & Moring LLP Client Alert (Co-Author)
70.	February 11, 2020	California Attorney General Releases Proposed Updates to CCPA Regulations	Crowell & Moring LLP Client Alert (Co-Author)
71.	February 11, 2020	New Rules Combating Trafficking in Counterfeit and Pirated Goods Impact E-Commerce	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
72.	February 12, 2020	"The Self Driving And Sharing Economy: How Regulation May Drive The Transportation Revolution In 2020 And Beyond"	Forbes
73.	March 11, 2020	Ensuring Cybersecurity When Organizations Consider Teleworking and Remote Access	Crowell & Moring LLP Client Alert (Co-Author)
74.	March 19, 2020	Cybersecurity and Infrastructure Security Agency Issues Guidance on "Essential" Critical Infrastructure Workers During COVID-19	Crowell & Moring LLP Client Alert (Co-Author)
75.	March 20, 2020	And So It Begins: The First CCPA Class Action	Crowell & Moring LLP Client Alert (Co-Author)
76.	March 20, 2020	DOJ Begins Targeting COVID-19 Fraud Schemes	Crowell & Moring LLP Client Alert (Co-Author)
77.	March 26, 2020	"What Happens With Contracts Amid The COVID-19 Pandemic?"	Forbes
78.	April 1, 2020	CCPA Enforcement on Track for July 1, 2020: Breaking Down the Latest Revisions to CCPA Proposed Regulations	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
79.	April 3, 2020	Tele-Hacking: Video Conference Hijacking and Steps You Can Take To Mitigate The Risk and Respond	Crowell & Moring LLP Client Alert (Co-Author)
80.	April 3, 2020	CARES Act Means Welcome Relief for Many, But Not Without Plenty of Scrutiny for Those Who Partake	Crowell & Moring LLP Client Alert (Co-Author)
81.	April 22, 2020	"Authorized Access": The Supreme Court's First Foray Into The Computer Fraud And Abuse Act	Crowell & Moring LLP Client Alert (Co-Author)
82.	April 28, 2020	"CARES Act Compliance, Oversight And Investigations: A Basic Checklist For Business"	Forbes
83.	May 7, 2020	COVID-19 Enforcement Actions Surrounding Stimulus Funds	Crowell & Moring LLP Client Alert (Co-Author)
84.	May 22, 2020	Prosecutors in New York and Texas Charge Individuals for Defrauding COVID-19 Relief Programs	Crowell & Moring LLP Client Alert (Co-Author)
85.	May 27, 2020	DOJ Charges Individual for Using COVID-19 Paycheck Protection Program for Personal Expenses	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
86.	July 12, 2020	Senate Judiciary Committee Hearing Highlights COVID-19 Enforcement Trends and Priorities	Crowell & Moring LLP Client Alert (Co-Author)
87.	August 17, 2020	California Approves Final CCPA Regulations	Crowell & Moring LLP Client Alert (Co-Author)
88.	October 8, 2020	OFAC and FinCEN Release Advisories on Risks of Ransomware Payments	Crowell & Moring LLP Client Alert (Co-Author)
89.	November 6, 2020	CCPA 2.0? California Adopts Sweeping New Data Privacy Protections	Crowell & Moring LLP Client Alert (Co-Author)
90.	November 17, 2020	Task Force Report on Lessons Learned During the COVID-19 Pandemic Provides Recommendations to Improve Resiliency	Crowell & Moring LLP Client Alert (Co-Author)
91.	January 19, 2021	Congress Passes the Anti-Money Laundering Act of 2020, Significant Changes to the Bank Secrecy Act Ahead	Crowell & Moring LLP Client Alert (Co-Author)
92.	February 1, 2021	Newly Proposed Cyber Reporting Rules for Banking Organizations	Crowell & Moring LLP Client Alert (Co-Author)
93.	February 9, 2021	11th Cir. Rejects Standing Due to Threat of Future Identity Theft & Further Deepens Circuit Split	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
94.	March 2, 2021	"The California Privacy Rights Act: Understanding California's Latest Voter-Approved Consumer Data Privacy Law And Its Impact On The CCPA"	OC Lawyer (Co-Author)
95.	May 13, 2021	Biden Administration Orders Sweeping Directives to Federal Agencies and Contractors to Improve U.S. Cybersecurity	Crowell & Moring LLP Client Alert (Co-Author)
96.	May 24, 2021	FinCEN Issues Notice Related to the Trade of Antiquities and Art	Crowell & Moring LLP Client Alert (Co-Author)
97.	June 17, 2021	A Ransomware Attack Primer: What You Need to Know and What Crowell Can Do to Help	Crowell & Moring LLP Client Alert (Co-Author)
98.	June 23, 2021	Don't be that Victim: The Critical Need for Ransomware Response Plans	Crowell & Moring LLP Client Alert (Co-Author)
99.	November 15, 2021	"Treasury Agencies Issue Virtual Currency Sanctions Compliance Guidance and Ransomware Trends Statistics"	Crowell & Moring LLP Client Alert (Co-Author)
100.	January 10, 2022	"Cybersecurity Provisions Proliferate in the National Defense Authorization Act"	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

PUBLICATIONS
June 2017 – Present

No.	Date	Title	Publication
101	February 24, 2022	"Largest South Korean Telecom Company Agrees to Pay \$6.3 Million to Settle FCPA Allegations"	Crowell & Moring LLP Client Alert (Co-Author)

PAUL ROSEN

SPEECHES AND PRESENTATIONS

June 2016 - Present

Attachment B: Speeches and Presentations¹

No.	Date	Title	Event	Location
1.	June, 2016	Oath of Allegiance and Remarks	Naturalization Ceremony, United States Memorial Holocaust Museum (Speaker)	Washington, DC
2.	October, 2016	The Insider Threat: Managing Risk in the Digital Age	Luncheon and Roundtable Discussion with Corporate Chief Information Security Officer (Speaker)	New York, NY
3.	November, 2016	Swearing-in and Remarks, Board Members	United States Memorial Holocaust Museum (Speaker)	Washington, DC
4.	December, 2016	Emerging Threats and Opportunities in Cyber Security: Government and Business Deploy Policies and Infrastructure to Counter Threats		
5.	March 15, 2017	Cyber Security	Seatrade Cruise Global (Speaker)	Fort Lauderdale, FL
6.	March 15, 2017	Safety and Security Symposium - Information Sharing Panel	Seatrade Cruise Global (Panelist)	Fort Lauderdale, FL

¹ Many of these presentations or Powerpoints were presented with various co-presenters and I only prepared content for my portion of the presentation.

PAUL ROSEN

SPEECHES AND PRESENTATIONS

June 2016 – Present

No.	Date	Title	Event	Location
7.	March 16, 2017	Legal Quick Hit: Hacking, Encryption, and Privacy: Where Will a Trump Administration Go?	Association of Corporation Counsel Teleconference (Speaker)	Virtual/Teleconference
8.	May 4, 2017	Hurry-Up Offense – Keeping Pace with Information Security and Privacy	OOPS 2017, Crowell & Moring's 33 rd Annual Ounce of Prevention Seminar (Co-Presenter)	Washington, D.C.
9.	May 24, 2017	What Trump Means for Business (on24.com)	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar
10.	July 25, 2017	The Future of Cybersecurity Policy in a Post-Trump America	Black Hat CISO Summit (Panelist)	Las Vegas, NV
11.	August 2, 2017	Risk Management Keynote	Council for Inclusion in Financial Services 2017 Financial Services Expo (Speaker)	Irving, Texas
12.	September 15, 2017	Cyberwar: What the New Threat Landscape Means for Media and Broadcast	International Broadcasting Convention 2017 (Keynote and Presenter)	Amsterdam, Netherlands
13.	October 18, 2017	Crisis Management: Prevention, Containment, and Survival	ISOA Annual Summit (Panelist)	Washington, D.C.

PAUL ROSEN

SPEECHES AND PRESENTATIONS

June 2016 – Present

No.	Date	Title	Event	Location
14.	October 26, 2017	Cybersecurity for Contractors – Government Contracts 101 – Back to Basics	Crowell & Moring Government Contracts 101 Webinar Presentation (Co-Presenter)	Virtual Webinar
15.	December 1, 2017	Consumer Protection: The Challenge of Achieving Regulatory Compliance and Meeting Customer Expectations	Law Seminars International: The 26th Annual National Seattle Conference on Cutting Edge Issues in Technology (Panelist)	Seattle, WA
16.	December 6, 2017	The New Normal of Cyber Threats: Protecting Content in the Digital Age	The Content Delivery and Security Association Content Protection Summit 2017 (Speaker)	Los Angeles, CA
17.	January 11, 2018	Targeting the Corporate Crown Jewels: A View from In-House Counsel	FBI/Fordham University International Conference on Cyber Security (Moderators)	New York, NY
18.	January 24, 2018	Legal Ethics and Protecting Information from Cyber Attacks and Breaches	Association of Business Trial Lawyers Lunch Program (Panelist)	Los Angeles, CA
19.	January 30, 2018	Tracking Global Threats: The Role of the Intelligence Community	Pacific Council on International Policy (Moderator)	Los Angeles, CA
20.	February 6, 2018	Navigating Government Involvement During a Cyber Incident	Association of Corporate Counsel Cybersecurity Summit (Panelist)	Washington, D.C.

PAUL ROSEN

SPEECHES AND PRESENTATIONS

June 2016 – Present

No.	Date	Title	Event	Location
21.	February 28, 2018	Keeping up with Cybercrime: State Actors, Private Hackers, and the State of Private and National Cybersecurity	American Bar Association Annual National Institute on White Collar Crime (Panelist)	San Diego, CA
22.	May 3, 2018	Speed to Market: The Race for Digital Transformation	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar
23.	March 5, 2018	Challenges in Cyberspace: The New Frontier	2018 AIPAC Policy Conference (Panelist)	Washington, D.C.
24.	May 17, 2018	Crowell & Moring OOPS Seminar – Under Scrutiny – Contractors and Cybersecurity	Crowell & Moring’s 34 th Annual Ounce of Prevention Seminar (Co-Presenter)	Washington, D.C.
25.	March 21, 2018	Managing an Information Security Breach: Regulatory and Reputational Considerations	SIFMA Annual Seminar (Panelist)	Orlando, FL
26.	August 3, 2018	Can’t Touch This – Or Can They? Government Searches, Privacy, and Security in a Digital Age”	American Bar Association (ABA) Annual Meeting 2018: Experts explore the shifting legal landscape in the digital age (Moderator)	Chicago, IL
27.	August 7, 2018	Legal Landmines: How Law and Policy are Rapidly Shaping Information Security	Black Hat USA 2018 (Panelist)	Las Vegas, NV

PAUL ROSEN

SPEECHES AND PRESENTATIONS

June 2016 – Present

No.	Date	Title	Event	Location
28.	August 15, 2018	Cyber-Warfare: A View from Inside the U.S. Department of Homeland Security	Motion Picture Television Fund Luncheon (Presenter)	Beverly Hills, CA
29.	September 25, 2018	Cyber for Executives: Legal, Compliance, Regulatory and Disclosure Issues	National Cybersecurity Center (Presenter)	Denver, CO
30.	October 12, 2018	Bias Discussion: What's Different About #metoo?	Association of Business Trial Lawyers Annual Seminar (Panelist)	Maui, HI
31.	January 23, 2019	"FCPA, Anti-Corruption, and Cybersecurity-Compliance and the Law"	Association of Corporate Counsel Webinar (Co-Presenter)	Virtual Webinar
32.	January 31, 2019	Crowell & Moring Webinar: Divided Government: What the Democrats' Control of the House of Representatives Means for Congressional Investigations and Business in 2019	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar
33.	May 7, 2019	Crowell & Moring Seminar Nominations for the Top Acquisition Priorities (and Other Topics of Interest in 2019)	Crowell & Moring's Ounce of Prevention Seminar (OOPS) 2019 (Co-Presenter)	Washington, D.C.
34.	February 22, 2019	The Lawyer as Public Servant	Celebrating Public Service (Panelist)	Los Angeles, CA

PAUL ROSEN

SPEECHES AND PRESENTATIONS

June 2016 – Present

No.	Date	Title	Event	Location
35.	February 26, 2019	A California Perspective from the Epicenter of Data Security and Privacy	The Daily Journal Cyber Forum 2019 (Panelist)	Beverly Hills, CA
36.	October 7, 2019	CCPA Compliance 101: Preparing for January 1	Association of Corporate Counsel Webinar (Co-Presenter)	Virtual Webinar
37.	November 12, 2019	GDPR, CCPA, and other Hot Topics in Data Privacy"	Silicon Legal Strategy Event (Co-Presenter)	Santa Monica, CA
38.	December 6, 2019	United States Attorney for the Eastern District of Virginia Talks Procurement	Crowell & Moring LLP Q&A (Moderator)	Washington, D.C.
39.	March 10, 2020	COVID-19 Roundtable Discussion: Practical Guidance for Legal Departments, Business Leaders and Boards (on24.com)	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar
40.	March 17, 2020	Confronting COVID-19: What Every Employer Needs to Know Right Now	Association of Corporate Counsel Webinar (Co-Presenter)	Virtual Webinar
41.	April 7, 2020	The COVID-19 Pandemic and Downstream Risk: What Companies Should Do Now to Protect Themselves Against Government Investigations and Enforcement Later (on24.com)	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar

PAUL ROSEN

SPEECHES AND PRESENTATIONS

June 2016 – Present

No.	Date	Title	Event	Location
42.	June 24, 2020	COVID-19 Investigations Q&A Webinar — “Preparation & Prevention – Addressing and Mitigating Key Investigations Risks in the COVID-19 Era” (on24.com)	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar
43.	August 19, 2020	"A Deeper Look at Cross-Border Trade Shifts with Mexico."	Los Angeles Chamber of Commerce and Global Initiatives Council Webinar (Co-Presenter)	Virtual
44.	April 27, 2021	Congressional Investigations & National Security (on24.com)	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar
45.	April 30, 2021	Anatomy of a Cyber Incident, Investigations: Readiness and Response Webinar Series	Crowell & Moring Webinar (Co-Presenter)	Virtual Webinar

Attachment C: Public Statements

Date	URL Link
June 20, 2016	https://www.washingtonpost.com/local/social-issues/once-refugees-37-people-are-now-americans/2016/06/20/9784ea24-371f-11e6-9ccd-d6005beac8b3_story.html
August 9, 2016	https://www.law.com/nationallawjournal/almID/1202764660155/dhs-chief-of-staff-took-unplanned-trajectory-to-front-office/
Fall/Winter 2016	https://gould.usc.edu/assets/docs/news/publications/magazine/fall-winter-2016.pdf
May 31, 2017	https://cybersecurity-law-report.staging.services.acuris.com/2564536/defending-against-the-rising-threat-of-ransomware-in-the-wake-of-wannacry.shtml
June 28, 2017	https://www.crowell.com/files/20170628-5-Things-To-Know-About-Ransomware-Attacks.pdf
July 15, 2017	https://www.abc.net.au/news/2017-07-16/crowdstrike-says-australia-vulnerable-to-cyber-attacks/8711312?pfmredir=sm
July 20, 2017	https://www.crowell.com/files/20170720-Traveler-Angst-New-Protocols-Free-Airlines-From-Laptop-Ban.pdf
July 24, 2017	https://www.techrepublic.com/videos/video-what-happens-at-the-government-when-a-cybersecurity-threat-is-identified/
July 27, 2017	https://www.techrepublic.com/article/how-the-dhs-responds-to-cyberthreats-and-what-businesses-can-learn/
August 1, 2017	https://profile.bloombergindustry.com/profile/product-discontinued?orig=news.bna.com/fcln/FCLNWB/split_display.adp?fedfid=118024618&vname=fcmotalissues&jd=a0m9n0r5h7&split=0
August 25, 2017	https://www.nytimes.com/2017/08/25/us/politics/trump-hurricane-texas-fema.html
August 25, 2017	https://www.washingtonpost.com/politics/trumps-focus-on-hurricane-harvey-intensifies-as-monster-storm-approaches-texas/2017/08/25/9918b55e-8995-11e7-a50f-e0d4e6ec070a_story.html?utm_term=.2266d466c9e5
September 8, 2017	https://www.wsj.com/articles/fbi-looking-into-equifax-data-breach-1504902745
September 16, 2017	https://www.ibt.org/c-tech-forum-paul-rosen-on-cyber-security-/2294.article

Date	URL Link
September 2017	https://ibc.gallery.video/detail/video/5577347624001/ibc2017-interview-with-paul-rosen#!
September 22, 2017	https://www.wsj.com/articles/sec-hack-raises-tech-and-legal-concerns-1506078692?tesla=y
September 22, 2017	https://www.ft.com/content/f5292994-9f09-11e7-8cd4-932067fbf946?mhq5j=e5
September 26, 2017	https://www.ibc.org/cyber-security-threats-and-responses/2361.article
October 11, 2017	https://www.law.com/corpocounsel/sites/corpocounsel/2017/10/10/what-could-equifax-clo-john-kelley-have-done-differently/
October 11, 2017	https://www.wsj.com/articles/yahoo-hack-highlights-limits-of-post-breach-investigations-1507721095
October 22, 2017	https://www.nytimes.com/2017/10/22/us/fema-texas-florida-delays-.html
January 2018	https://www.crowell.com/files/Litigation-Forecast-2018-Crowell-Moring.pdf
January 9, 2018	https://www.crowell.com/files/20180111-Big-Data-Drives-Innovation-And-New-Risks-For-GCs.pdf
February 2018	https://www.crowell.com/files/Regulatory-Forecast-2018-Enforcement-Crowell-Moring.pdf
February 26, 2018	https://www.seattletimes.com/business/microsoft/microsoft-takes-data-privacy-debate-to-supreme-court-and-congress/
February 26, 2018	https://www.politico.com/story/2018/02/26/supreme-court-digital-privacy-case-359711
March 5, 2018	https://www.law.com/legaltechnews/2018/03/05/statutory-interpretation-not-tech-specifics-likely-to-decide-u-s-v-microsoft/
March 14, 2018	https://www.law.com/legaltechnews/2018/03/14/6-cyber-and-privacy-suits-were-watching/
March 15, 2018	https://www.crowell.com/files/20180315-Equifax-Insider-Trading-Charges-Show-Need-For-Action-Plan.pdf
March 16, 2018	https://www.law.com/legaltechnews/2018/03/15/biggest-gamble-after-a-ransomware-attack-actually-paying-the-ransom/
March 28, 2018	https://www.law.com/legaltechnews/2018/03/28/to-pay-or-not-to-pay-a-case-study-of-atlantas-citywide-ransomware-attack/

Date	URL Link
July 5, 2018	https://www.wsj.com/articles/uk-regulators-probe-for-cyber-incident-recovery-plans-1530827222
August 9, 2018	https://www.politico.com/newsletters/morning-cybersecurity/2018/08/09/research-smart-cities-are-dumb-on-defense-311127
January 7, 2019	https://www.law.com/americanlawyer/2019/01/07/dark-overlord-hack-shows-mounting-cyber-risks-for-law-firms/
January 22, 2020	https://ibc.gallery.video/detail/video/5577347624001/ibc2017-interview-with-paul-rosen#!
January 22, 2020	https://www.crowell.com/files/Litigation-Forecast-2020-Cover-Story-Crowell-Moring.pdf
February 3, 2020	https://www.wsj.com/articles/how-coronavirus-could-disrupt-the-auditing-of-companies-11580772000
February 26, 2020	KGO 810 Radio Interview, Chip Franklin and Nikki Medoro Show (Unable to locate)
March 13, 2020	https://bbc.co.uk/programmes/m000g4fk (No longer available)
July 24, 2020	https://www.crowell.com/files/20200724-COVID-19-Vaccine-Hacking-May-Prompt-Data-Security-Rethink.pdf
December 9, 2020	https://www.dailyjournal.com/articles/360674-paul-rosen
June 13, 2021	https://www.nytimes.com/2021/06/13/us/politics/justice-department-apple-donald-mcgnahn.html
November 22, 2021	https://www.agendaweek.com/c/3404364/433204

**RESPONSES TO WRITTEN QUESTIONS OF CHAIRMAN BROWN
FROM VENTRIS C. GIBSON**

Q.1. Where have you excelled in past positions in attracting, hiring, and promoting people of color in positions in your organization? Where might there be room for improvement?

A.1. In my previous positions, there were several opportunities in which I led efforts to attract, hire, and promote people of color that had meaningful and positive results. While I was employed with the Department of Veterans Affairs (VA), former Secretary Anthony Principi appointed me to chair a team that focused on identifying ways to increase women in the Senior Executive Service ranks. The report resulted in increased representation of women in higher grade levels, managerial positions, and the Senior Executive Service. The Secretary personally recognized my efforts by awarding me the Secretary's Merit Award for Excellence. During my tenure with the Federal Aviation Administration (FAA), I worked collaboratively across the organization to champion the Air Traffic Controller Diversity Plan and set in motion the actions FAA needed to undertake to recruit and hire a diverse population of highly qualified applicants. The diverse applicant pool grew from less than 15 percent to slightly over 40 percent as a result of our expanded recruiting efforts. In addition, I championed a memorandum of agreement between FAA and VA to train disabled veterans for employment as Air Traffic Controllers. While serving as the Associate Deputy Assistant Secretary for Human Resources (H.R.) at the Department of Health and Human Services (HHS), I ensured that the diversity organizations within HHS' operating divisions worked in partnership with H.R. organizations in recruiting, hiring, training, and promoting people of color, women, and those with disabilities. My staff and I worked tirelessly to incorporate new learning and development programs for employees, to recruit equitably across colleges and universities, and ensured that the path for employment for those with disabilities included appropriate workplace accommodations and assistance. Lastly, while employed with the District of Columbia government, I created a number of programs designed to ensure that all people had an opportunity to excel. These included the High School Leadership Institute which afforded monthly stipends to District high school students while they participated in a mentoring and coaching program in their career field of interest. The program was highly successful, with graduates of this program going on to attend college. I also ensured a wide range of diversity in multiple employment programs, including the District Leadership Program and Capital City Fellows. Further, I established City University for employees to attend (virtually and in person) in five separate career paths (i.e., information technology, public works, medical administration, transportation, and human resources). Prior to leaving D.C. Government, I established the process for working with the private sector to train and certify individuals seeking CDL licenses. This initiative was designed to assist with attracting and retaining school bus drivers. During my service as Deputy Director of the Mint, I have identified key objectives that I believe are important to ensure the success of the Mint and its employees: (a) ensuring that managers provide effective leadership in diversity, equity, inclusion, and accessibility; (b) hold-

ing all employees accountable through performance for ensuring a workplace that is free of discrimination, harassment, workplace violence, and insensitivity; and (c) ensuring that all efforts undertaken are fair, just, and equitable for all with a demonstrated commitment to a workplace that is reflective of the American people. Throughout my career, I have always looked for ways to improve the organizations that I have led. If given the opportunity to serve as Director, I will continue the efforts I have already begun to achieve these objectives.

Q.2. What specific measures will you use to evaluate the success of the U.S. Mint in understanding and addressing the needs of Black, Indigenous, and people of color (BIPOC)? And, will you work to keep Congress apprised, as appropriate, on the progress being made on these measures?

A.2. As Deputy Director, I am implementing a series of initiatives to ensure the success of the Mint in understanding and addressing the needs of BIPOC, women, persons with disabilities, and others. If I am confirmed, I am committed to working with Congress, as appropriate, on the progress being made at the Mint. Listed below are some examples of the initiatives I am implementing:

Establishing the Office of Equity, which will provide oversight and compliance of all diversity initiatives. Further, this office will advise on policies, procedures, and practices, and ensure community outreach.

Creating an Employee Experience Council comprised of Mint employees from across the nation.

Separating EEO complaint processing from Diversity Management and conducting root cause analysis of all complaints. Upon review, determining which concerns are systemic and which can be addressed through mediation or collaborative conversation.

Expanding the Mint's mediation program beyond the EEO complaint process.

Leveraging working relationships with the Mint's unions.

Providing relevant, targeted, and ongoing training for all employees.

Providing a confidential email system for U.S. Mint employees to express concerns.

Conducting anonymous assessments to determine the results of our efforts and identify where we can further improve or make adjustments.

Q.3. What is your plan for creating an inclusive working environment for employees within your office?

A.3. My values are fairness, integrity, and trust. These values were foremost in the development of what I call my "blueprint for change." This document provides details of the actions I am undertaking as Deputy Director and would continue to undertake into the future, if I have the privilege of being confirmed. Some examples of my actions to date include:

Prepared a video for Mint employees explaining where we are, where we need to go, and what it will take for us to be an employer of choice and one that is perceived as having a strong employee value proposition.

Recently hired a diversity expert who will serve as a temporary consultant. His responsibilities are to advise on the stand-up of the Equity Office, to ensure that its staff has the appropriate expertise in the field of Diversity and Equity, develop operating procedures, develop metrics and standards, and build partnerships with external stakeholders.

Fostering an environment of open communications where employees are free, without the fear of reprisal, to bring matters forward.

Ensuring that the Mint will immediately address any acts of unlawful discrimination, to include taking disciplinary or adverse action, or debarment from Federal service, as appropriate.

Require executives to brief on diversity, equity, inclusion, and accessibility in their monthly organizational performance reports (in progress).

**RESPONSES TO WRITTEN QUESTIONS OF SENATOR TOOMEY
FROM VENTRIS C. GIBSON**

Q.1. *Congressional Oversight*—What is your philosophy on how the Mint should approach and respond to Congressional information requests (both documentary information and oral testimony)?

A.1. If confirmed, I am committed to working through the accommodations process to comply with Congressional requests for information consistent with the constitutional and statutory obligations of the Executive branch. In the past, the Mint has been an effective resource to Congress on Mint-related matters. If confirmed, under my leadership, this will continue and I will ensure that we have an open line of communication between Members of Congress, congressional staff, Committees, and my office. Please know that I have always worked well with members of Congress and with their staff. I am hopeful of continuing such a relationship and building trust as well.

Q.2. If confirmed, do you intend to respond to information requests differently depending on who is making the Congressional information request (whether it is the chair of the Congressional committee, the Ranking Member, or another member of Congress)? Please answer “yes” or “no.” If your answer is “yes,” please explain.

A.2. Congress plays an important oversight role, and I commit to considering all congressional information requests. If confirmed, I am committed to working through the accommodations process to comply with Congressional requests for information consistent with the constitutional and statutory obligations of the Executive branch.

Q.3. Will you commit that, if confirmed, you will timely respond to and fully comply with all information requests from me? Please answer “yes” or “no.” If your answer is “no,” please explain.

A.3. See response to Question 2 above.

Q.4. Will you commit that, if confirmed, you will make yourself and any other Mint employee expeditiously available to provide oral testimony (including but not limited to briefings, hearings, and transcribed interviews) to the Committee on any matter within its

jurisdiction, upon the request of either the Chairman or Ranking Member? Please answer “yes” or “no.” If your answer is “no,” please explain why.

A.4. See response to Question 2 above.

Q.5. *Challenges Facing the Mint*—What are the biggest challenges currently facing the Mint?

A.5. The biggest challenge currently facing the Mint is supply chain issues. We are constantly monitoring the supply chain supporting the production of circulating coins, and I am pleased to say that our efforts have allowed us to fulfill the Federal Reserve’s orders. The most pressing supply chain issue currently is the availability of silver blanks that are critical to both our bullion and numismatic programs. Some of our Mint suppliers are still addressing pandemic-related staffing and supply chain issues which have resulted in the reduced silver blank supply. The shortage has forced the Mint to make some tough decisions on the quantity of coins to be produced. This year, the Mint suspended the Morgan and Peace Silver Dollars due to the inability to produce to the necessary quantity to meet demand. Overall, this has had an impact on the quantity of numismatic and bullion coins that the Mint is able to produce for several of our programs. The Mint continues to work with suppliers to address this issue. If confirmed, I would focus on the following three objectives to address supply chain challenges: First, to ensure the successful operation and production of circulating, bullion, and numismatic coins. This entails providing leadership in how effective and efficient we are in manufacturing coins and continuing the successful partnership we have with the Federal Reserve. I am optimistic about enhancing the relationship we have with other Mints worldwide, the numismatic community, and increasing youth coin collectors.

Second, to ensure that we have the workforce we need, now and into the future, I plan to commission a team to develop a “Future of Work” plan that addresses succession planning, core competencies needed for the Mint’s various positions, a career path framework that provides employees with a clear roadmap to various occupations and expands how we recruit for key positions. Third, to lead the organization in a manner that reflects my core value of fairness, integrity, and trust, and to serve the American people in an accountable, creditable, and transparent manner. Furthermore, I will work to protect both the assets entrusted to us and the law enforcement officers, who protect and serve us each and every day.

Q.6. *Engagement With Mint stakeholders*—The Mint’s operations consist of large-scale manufacturing and the sale of retail coin products to consumers, which makes it unique among Government agencies. In 2021, the Mint brought in \$5.4 billion in revenue, made over \$500 million in net income and transferred \$120 million to Treasury’s General Fund, which is used to reduce the national debt. According to the Mint’s annual report, the Mint has also transferred over \$3.1 billion to the Treasury’s General Fund over the last 10 years. Some stakeholders believe that experience with a manufacturing company or other comparable for-profit management experience is important for the Mint Director role.

How do you think your experience as a Government human resources executive has prepared you to be the Director of the Mint?

A.6. I have led organizations that served a population of 260,000 employees with the Department of Veteran Affairs, 55,000 with the Federal Aviation Administration, 92,000 with the Department of Health and Human Services, and 37,000 with the District of Columbia Government. These are highly complex organizations at the Federal and local government levels. I was responsible for developing and delivering programs, policies, and procedures that impacted health care, aviation, emergency management, legal, information technology, and so much more. Further, in all my assignments, I was recognized with awards and bonuses, and was often called upon to solve the most difficult and complex organizational and people challenges. Additionally, I have administered billion dollar budgets and achieved cost savings in the millions of dollars. Over the last 6 months, I have served as the Deputy Director, managing the day-to-day operations of the United States Mint for its nearly 1,700 employees across the four Mints (West Point, Philadelphia, Denver and San Francisco), our facility at Fort Knox, and the Headquarters in Washington, DC. My nearly 40 years of Government experience managing large organizations has prepared me to oversee this organization and to ensure the smooth and efficient production of nearly 14 billion coins every year. I have already seen that the Director of the Mint needs to call upon many skills and experiences that I have used in other positions. I am confident that these experiences would translate, and that I can bring to this position leadership in strategic planning, process improvement methodologies, organizational excellence, customer service initiatives, and the necessary leadership to oversee a more than billion dollar budget and thousands of employees. I have significant leadership experience at the Federal and local level of government. In many of these positions, I have been called upon to take on responsibilities that required me to lead people and lead change in the most sensitive, challenging, or secure environment.

Q.7. What steps have you taken to understand the business aspect of the Mint's operations?

A.7. Since becoming Deputy Director, I have traveled to all Mint facilities to see each of their operations and talk to employees and visit each shift. I have also visited with several suppliers and the Mint's numismatic distribution center to see their operations first hand. I have been thoroughly briefed on process and production procedures by my staff; holding several leadership meetings relevant to people, programs, and performance; meeting with the Mint's protection staff nationwide to understand how we protect our assets; and meeting routinely with the Chief Financial Officer, Chief Information Officer, Sales and Marketing, and Manufacturing Directorates. Additionally, I have been building relationship with the Members of the Citizens Coinage Advisory Committee and the Cash Product Office. All of these have been helping me better understand the specific business aspects of the Mint's operations.

Q.8. How will you engage the numismatic (i.e., coins and medals) community with the intent to gather feedback used to gauge demand for Mint products and to aid product development?

A.8. There are several ways that I am planning to engage with the numismatic community to gather feedback. Initially, I would like to bring back the Numismatic Forum twice a year. This event's purpose in the past was to gather individual members of stakeholder organizations to share perspectives on the past, present, and future of the numismatic hobby. The forums stopped due to the coronavirus pandemic, and I am looking to bring back this opportunity for the Mint and myself to engage with the numismatic community. Additionally, I have also begun to engage with the Citizens Coinage Advisory Committee. The Citizens Coinage Advisory Committee was established by law and consists of private citizens that advise the Secretary of the Treasury on the themes and designs of all U.S. coins and medals. Its purpose is to serve as an informed, experienced, and impartial resource to the Secretary of the Treasury and represent the interests of the American citizens and collectors. I have already had the privilege in meeting with the Committee as a whole and several Members individually, and I find them an amazing source of information and perspective. Finally, I hope to look at building a relationship with various numismatic organizations, such as the American Numismatic Association and American Numismatic Society.

Q.9. *Racial Bias and Harassment at the Mint*—In 2021, the Mint commissioned a report following allegations of racism and racial bias at the Mint that were reported in the press. Treasury's Inspector General also is working on a related inquiry into racial bias and harassment. That report is expected to be released this year. It appears that the Mint may have a culture problem.

How do you plan to improve the Mint's culture?

A.9. Since I joined the Mint in October 2021, and after having reviewed the report and using it as a predecisional document in action planning going forward, I have put in place what I call a "blueprint for change." This is based on my values of fairness, integrity, and trust, because they are so essential to leadership and the trust of the nearly 1,700 Mint employees. The "blueprint for change" is a guide for how we address employees' concerns and improve workplace culture. I have developed a plan that includes establishing the Office of Chief Equity and the appointment of a Chief Equity Officer to ensure that all our actions will be taken with an eye towards equity. In addition, I have hired a consultant to advise me in effecting these changes. Other goals of mine that are in progress include:

- Foster an environment of open communications where employees are free, without the fear of reprisal, to bring matters forward.

- Ensure managers are properly trained in fostering safe and effective communications.

- Immediately address any acts of unlawful discrimination to include taking disciplinary or adverse action, or debarment from Federal service, as appropriate.

- Require executives to brief on diversity, equity, inclusion, and accessibility in their monthly organizational performance reports.

Q.10. If confirmed, will you commit to addressing the shortcomings identified by the Treasury's Inspector General in the forthcoming report?

A.10. Yes. I plan to use the Treasury’s Inspector General Report in continuing to strengthen and make positive change to the workforce environment.

Q.11. *Questions for the Record*—Please describe with particularity the process by which you answered these questions for the record, including identifying who assisted you in answering these questions along with a brief description of their assistance.

A.11. These answers were drafted by me, along with the assistance of the Director of the Mint’s Office of Legislative and Intergovernmental Affairs.

**RESPONSES TO WRITTEN QUESTIONS OF
SENATOR VAN HOLLEN FROM VENTRIS C. GIBSON**

Q.1. There have been a number of media reports detailing issues at the U.S. Mint with respect to the workplace culture of the agency. As you know, an internal report commissioned by the Mint last year and produced by an independent human resources consulting firm determined that the agency had a “culture problem” and described a workplace with “implicit bias” against people of color. Mint employees have also reported instances of overt acts of discrimination at the agency.

Ms. Gibson, these issues preceded your time at the U.S. Mint. But as you know, Maryland is home to a large percentage of the Federal workforce, including employees at the U.S. Mint. On behalf of my constituents, I want to understand what your goals are for fostering a healthy, respectful, and transparent workplace where employees feel valued. How do you plan on accomplishing these goals as Director of the Mint? If confirmed, will you commit to incorporating feedback from employees? And what metrics will you use to assess your success?

A.1. As a leader, my core values of fairness, integrity, and trust are vital in promoting a healthy, respectful, and transparent workplace where employees feel valued. To accomplish this, I have already created the Office of Chief Equity and the Chief Equity Officer to look towards equity at the Mint. In addition, I have hired a consultant to advise me on ways to implement improvements to the Mint’s workplace culture. The “blueprint for change” that I have developed will be a growing and breathing document, but one that will instill diversity through designing employment, promotion development and retention initiatives that take into account diversity, equity, inclusion, and accessibility enhancements. Some of these initiatives include:

Creating an Employee Experience Council comprised of Mint employees from across the nation.

Have an informatics analyst develop an Equity Dashboard with the specific measures we need to put in place to drive success.

Separating EEO complaint processing from Diversity Management and conducting root cause analysis of all complaints. Upon review, determining which concerns are systemic and which can be addressed through mediation or collaborative conversation.

Expanding the Mint’s mediation program beyond the EEO complaint process.

Leveraging working relationships with the Mint's unions.

Providing ongoing training for all employees on key areas, including diversity, equity, inclusion, and accessibility and antiretaliation training.

Foster an environment of open communications where employees are free, without the fear of reprisal, to bring matters forward.

Ensure managers are properly trained in safe and effective communications.

Ensuring that the Mint will immediately address any acts of unlawful discrimination to include disciplinary or adverse action, or debarment from Federal service, as appropriate.

Require executives to brief on diversity, equity, inclusion, and accessibility in their monthly organizational performance reports.

Providing a confidential emailing system for employees to express concerns.

Creating the Office of Equity which will have oversight of all diversity initiatives. Further, this office will advise on policies, procedures and practices, and ensure community outreach.

Conducting anonymous assessments to determine the results of our efforts and identify where we can further improve or make adjustments.

As part of any plan, feedback from employees is vital and needs to be incorporated into assessing where we were and where we are going. In particular, Mint employees' feedback will be as part of the Employee Experience Council, through engagement with the Mint's unions, and the confidential emailing system.

**RESPONSES TO WRITTEN QUESTIONS OF SENATOR HAGERTY
FROM VENTRIS C. GIBSON**

Q.1. The Coin Modernization Act passed in 2010 required materials testing and a Treasury report back to Congress with "detailed recommendations" that could be enacted into law—by elected lawmakers—on new metallic materials for our coins. Congress has already acted to explore the possibility of new metallic coin materials. Do you agree that such a decision should be made by Congress and not unilaterally by the Mint?

A.1. Yes, I believe that a decision should not be unilateral. I think any decision should be one that is recommended by the United States Mint, which pursuant to the Coin Modernization Act, continues to conduct research on potential alternative metals. The Mint is in a position to determine which metallic compositions are appropriate, seamless, reduce risk to supply chain, minimize adverse impact to the public, and produce cost savings. However, that decision should not be made in a vacuum. If confirmed, I would look forward to working with Congress on enacting appropriate legislation.

**RESPONSES TO WRITTEN QUESTIONS OF CHAIRMAN BROWN
FROM PAUL M. ROSEN**

Q.1. Where have you excelled in past positions in attracting, hiring, and promoting people of color in positions in your organization? Where might there be room for improvement?

A.1. I believe that diverse workplaces promote creativity, inclusion, and healthy working environments, and I have taken steps throughout my career to advance these values. Whether it was attracting or retaining talented and diverse attorneys, professionals, and support staff while employed at a law firm, or in my role as chief of staff at a 240,000-person cabinet-level agency, I've worked to promote diverse workplaces including in the personnel process. Diversity, equity, and inclusion, particularly in the recruitment, hiring, and retention processes, are important pillars of a healthy organization, and if confirmed I am committed to continue to promote and advance these principles. I am mindful that we should always strive to do better, and if confirmed, I would look for opportunities to improve and excel in promoting a healthy and successful working environment.

Q.2. What specific measures will you use to evaluate the success of the Department of the Treasury in understanding and addressing the needs of Black, Indigenous, and people of color (BIPOC)? And, will you work to keep Congress apprised, as appropriate, on the progress being made on these measures?

A.2. If confirmed, I look forward to working to ensure the Office of Investment Security promotes diversity, equity, and inclusion efforts, and supports the needs of its dedicated career public servants, including Black, Indigenous, and people of color. We have an obligation to our public servants to advance the office's mission while constantly assessing and reassessing their needs to ensure we operate in a healthy and productive environment that provides opportunity for all. If confirmed, I would be pleased to work with you and with Congress on these and other important issues in the Office of Investment Security.

Q.3. What is your plan for creating an inclusive working environment for employees within your office?

A.3. Creating, maintaining, and promoting an inclusive working environment is an important aspect of any successful organization, and one that as a manager I have and will continue to take very seriously. To do so, I believe in encouraging open and frank discussions, free exchange of ideas, providing concrete and meaningful opportunities for junior staff, encouraging different viewpoints from diverse backgrounds, and providing concrete ways for everyone to contribute to the important mission of the Office of Investment Security. This is a core tenet of how I have worked to manage teams both in and out of Government and, if confirmed, promoting and advancing an inclusive work environment will be a priority.

**RESPONSES TO WRITTEN QUESTIONS OF SENATOR TOOMEY
FROM PAUL M. ROSEN**

Q.1. *Congressional Oversight*—What is your philosophy on how the Committee on Foreign Investment in the United States (CFIUS) should respond to Congressional information requests (both documentary information and oral testimony)?

A.1. I am committed to keeping Congress informed about the activities of CFIUS. My philosophy is that CFIUS should provide documentary information and oral testimony to enable Congress' im-

portant oversight function, consistent with the oversight requirements set forth in section 721 of the Defense Production Act, as amended.

Q.2. If confirmed, do you intend to respond to information requests differently depending on who is making the Congressional information request (whether it is the chair of the Congressional committee, the Ranking Member, or another member of Congress)? Please answer “yes” or “no.” If your answer is “yes,” please explain.

A.2. No, I am committed to keeping Congress informed about the activities of CFIUS. I recognize that Congress plays an important oversight role regarding Executive branch activities, and I recognize the importance of transparency in Government. If confirmed, I pledge to work through the process to comply with Congressional requests for information consistent with the constitutional and statutory obligations of the Executive branch.

Q.3. Will you commit that, if confirmed, you will timely respond to and fully comply with all information requests from me? Please answer “yes” or “no.” If your answer is “no,” please explain.

A.3. Yes, I am committed to keeping Congress informed about the activities of CFIUS. I recognize that Congress plays an important oversight role regarding Executive branch activities, and I pledge to thoughtfully consider all Congressional information requests, recognizing the importance of transparency in Government. If confirmed, I pledge to work through the process to comply with Congressional requests for information consistent with the constitutional and statutory obligations of the Executive branch.

Q.4. Will you commit that, if confirmed, you will make yourself and any other CFIUS employee expeditiously available to provide oral testimony (including but not limited to briefings, hearings, and transcribed interviews) to the Committee on any matter within its jurisdiction, upon the request of either the Chairman or Ranking Member? Please answer “yes” or “no.” If your answer is “no,” please explain why.

A.4. I recognize that oral testimony plays an important role in Congress’ oversight responsibilities regarding Executive branch activities. If confirmed, I commit to appear before the Committee regarding Congressional requests consistent with the constitutional and statutory obligations of the Executive branch.

Q.5. *CFIUS*—CFIUS is tasked with screening inbound foreign direct investment for national security concerns. In your view, how should CFIUS balance the importance of maintaining an open investment climate in the United States with the protection of U.S. national security?

A.5. CFIUS is and should be focused solely on protecting national security while maintaining an open investment climate, which supports economic growth, employment, and innovation. I understand that there are several protections in place to accomplish this objective, including: CFIUS’ statutory mandate to focus only on national security and not broader foreign policy issues; a case-by-case review of transactions and the use of mitigation to the extent possible, which allows transaction parties and the U.S. economy to benefit economically from the transaction while protecting U.S. na-

tional security; adherence to statutory timelines that give businesses confidence in CFIUS processes; and robust public engagement, including through notice and comment on CFIUS' regulations. I commit to maintaining these important guardrails and strengthening them if needed.

Q.6. The Foreign Investment Risk Review Modernization Act of 2018 (FIRRMA) recommended that CFIUS establish a process for exchanging information with U.S. allies and partners to facilitate coordinated action with respect to trends in FDI and technology that pose national security risks. How do you intend to implement this recommendation?

A.6. Protecting our national security from malign investments is of the utmost importance, and working with allies and partners to address risks to our collective security is essential. As Congress has strengthened CFIUS' authorities, we must ensure that risk does not migrate to other jurisdictions. I understand that Treasury, together with other CFIUS member agencies, has engaged extensively with allies around the world, including Five Eyes and G7 countries, EU Member States, and other partners in Europe, the Middle East, Latin America, and Asia. These are important engagements and partnerships that, if confirmed, I would support and continue. CFIUS has been instrumental in fostering a growing international consensus around the need to screen foreign investment for national security risks while maintaining an open investment environment. I understand that in the past 2 years alone, over 30 countries have taken action to strengthen or create foreign investment review mechanisms focused on national security. You have my commitment to continue to strengthen this engagement and to further implement this recommendation.

Q.7. How do you intend to identify and evaluate "non-notified" transactions that merit CFIUS' review?

A.7. CFIUS has various methods to identify non-notified transactions, including through interagency referrals, tips from the public, media reports, use of commercial databases, and Congressional notifications. Treasury has—in the spirit of FIRRMA—centralized many of these functions within the Office of Investment Security, though it works hand-in-glove with all CFIUS member agencies. Consistent with section 721 of the Defense Production Act, as amended (Section 721), I understand that CFIUS evaluates the national security considerations of a covered non-notified transaction through analysis of the potential risk posed by the transaction. CFIUS' evaluation of the extent to which the nature of the U.S. business presents susceptibility to the impairment of U.S. national security takes into special account foreign investment into U.S. businesses with critical technology, critical infrastructure, and sensitive personal data, each as defined in CFIUS' regulations.

I intend to ensure that CFIUS continues to use all available means to expeditiously identify and process non-notified transactions and, if necessary, work with Congress to ensure that CFIUS has the necessary tools to accomplish this important mission.

Q.8. Will you commit to have CFIUS brief my staff, in person, at regular intervals to discuss notable transactions that CFIUS has made a final determination about? Such a briefing may occur in an appropriately secure (classified) setting.

A.8. Yes. In addition to the Annual Report to Congress and the required certifications that accompany every reviewed transaction, I will continue the existing practice of having CFIUS regularly brief congressional staff on specific transactions for which the Committee has reached a final determination. CFIUS provides these briefings upon request, and I will happily continue facilitating these briefings, consistent with the oversight requirements set forth in Section 721.

Q.9. *Questions for the Record*—Please describe with particularity the process by which you answered these questions for the record, including identifying who assisted you in answering these questions along with a brief description of their assistance.

A.9. I coordinated with staff in the Department of the Treasury's Office of Legislative Affairs and other relevant offices on drafting and technical input. Treasury staff also provided to me public information regarding the Department's existing positions and policies.

**RESPONSES TO WRITTEN QUESTIONS OF
SENATOR MENENDEZ FROM PAUL M. ROSEN**

Q.1. One of the provisions that I authored in FIRRMA requires CFIUS to develop regulations to ensure that State-owned entities are declaring their transactions with CFIUS and not using complex financial structures to conceal their ownership or evade CFIUS review.

Do you agree that CFIUS needs to do more to evaluate the extent of foreign Government control or influence over foreign firms seeking to invest in the United States?

A.1. I understand that CFIUS reviews and requests extensive information related to foreign Government control or influence over foreign acquirers with transactions before the Committee. You have my commitment to ensure such relationships are thoroughly evaluated in each review.

Q.2. Will you commit to implementing this provision of FIRRMA so that foreign Governments seeking to invest in critical Americans industries are required to file declarations with CFIUS?

A.2. Yes. I understand that this provision of FIRRMA was implemented as a legal matter in CFIUS' current regulations. Specifically, filings are mandatory when a foreign Government has a substantial interest in a foreign person who acquires a substantial interest in certain categories of U.S. businesses, as set forth in FIRRMA and further defined by regulation. You have my commitment to implement this provision in practice.

Q.3. Are there additional disclosure requirements—on beneficial ownership, for example—that you think are necessary for State-owned entities that want to invest in the U.S. or access our financial markets?

A.3. Identifying the ultimate beneficial ownership in a given transaction is an important part of CFIUS' national security review. My understanding is that CFIUS currently has the necessary authority to obtain information on the beneficial ownership of any foreign acquirer. However, you have my commitment that, if confirmed and if necessary, I will work with Congress to ensure that CFIUS has the necessary tools to obtain any necessary beneficial ownership information to assess the national security risks of any given transaction.

Q.4. Another provision I authored in FIRRMA requires CFIUS to establish procedures for the recusal of members that have a conflict of interest. Will you commit to working with my office to fully implement this provision?

A.4. Yes. I understand that Treasury already has internal procedures in place to facilitate recusals from CFIUS matters that give rise to conflicts of interest. I will instruct my staff to continue using these procedures and revise them if the need arises. I would also be happy to work with your office.

**RESPONSES TO WRITTEN QUESTIONS OF SENATOR WARREN
FROM PAUL M. ROSEN**

Q.1. President Biden's Ethics Pledge (Executive Order No. 13989), to which you are bound, requires that, for at least 2 years, you do not "participate in any particular matter involving specific parties that is directly and substantially related to [your] former employer or former clients, including regulations and contracts." But for you to have the full confidence of Congress and the American people, I believe more is required.

I have introduced legislation, the Anti-Corruption and Public Integrity Act, that would improve ethics standards and restore Americans' confidence in Government officials. This legislation would require senior Government officials and White House staff to divest from privately owned assets that could present conflicts, including large companies and commercial real estate; it would require Executive branch employees to recuse from all issues that might financially benefit themselves or a previous employer or client for at least a 4-year period; and it would close the revolving door by banning officials from lobbying the agency at which they used to work, and prohibiting the world's largest companies from hiring or paying any former senior Government official for 4 years after they leave Government service.

Although Congress has not yet passed this legislation, it sets clear standards that will allow you and other officials to serve free of the taint of financial conflicts of interests, help reduce the speed of the revolving door, and reassure the American public that you are working for them, rather than on behalf of past or future private-sector employers. These are standards that you should voluntarily seek to meet, and commitments I have secured other high-level Administration officials.

Accordingly:

1. Will you commit to recusing yourself from matters that might have a direct and predictable effect on the financial interests

of your former employers or clients for a period of 4 years upon your confirmation?

2. Will you commit not to seek a waiver from these recusals?
3. Will you commit not to seek employment or compensation from any company that you interact with during your time in Government for a period of 4 years after leaving Government service?

A.1. I very much appreciated your questions during my confirmation hearing, and thank you as well for your leadership in this important area. I take very seriously the obligation—in both private and public life—of preserving the public trust and avoiding conflicts of interest, both in actuality and in appearance. Throughout my career in public service and in practice as an attorney, I have always taken my ethics responsibilities seriously. During 13 years of service in Congress and the Executive branch, I worked in various positions, including as a prosecutor where I pursued justice for the victims of financial fraud from the 2008 financial crisis. I am also proud to have obtained a conviction against a bank employee who took bribes and breached his ethical obligations to consumers and to the public. The Biden–Harris administration has set the highest ethical standards of any Administration for its political appointees, and as part of my nomination I have committed to also fully abide by all such requirements. I have worked closely with both the Treasury Department and the Office of Government Ethics, and made extensive ethics commitments that are documented in my ethics agreement. In addition, I am willing to voluntarily commit to additional requirements in response to your requests. Under the Biden–Harris ethics pledge, I will recuse myself for a period of 2 years from participating personally and substantially in any particular matter involving specific parties in which I know that a former employer or client is a party or represents a party. If confirmed, I will commit to extend this recusal term from 2 years to 4 years. I will also work closely with Treasury’s career ethics officials to ensure a comprehensive screening process for the required recusals. I do not expect or intend to seek a waiver from these recusals described above and, pursuant to your request, I pledge not to do so. I also commit to fully and faithfully adhere to all of my post-Government employment obligations, in full compliance with applicable ethics rules, including under Federal law and the Biden–Harris administration’s ethics pledge. In addition, I will commit not to seek employment as a lobbyist for a period of 4 years after leaving Government service. If confirmed, I commit that I will uphold the highest standards of integrity and ethical conduct. Thank you again for your leadership and consideration of my nomination to this important national security role.

**RESPONSES TO WRITTEN QUESTIONS OF SENATOR HAGERTY
FROM PAUL M. ROSEN**

Q.1. CFIUS often pursues mitigation measures to address national security vulnerabilities identified in covered transactions. These measures increase confidence in approving a transaction, but the volume and complexity of the mitigation arrangements agreed to over the years has created a significant and ongoing enforcement

challenge, adding cost both at the start and going forward. How will you reduce the number of cases settled with mitigation, simplify the mitigation agreements, and improve monitoring and enforcement without increasing resources?

A.1. Ensuring that benign investment that is subject to CFIUS jurisdiction flows quickly and efficiently is an important aspect of CFIUS' work. When transactions do raise national security risks, however, carefully crafted mitigation agreements are important tools for addressing those risks arising from a given transaction. Mitigation must be based on a risk-based analysis and is only considered if it is reasonably calculated to be effective, verifiable, and monitorable over the long term. As required by FIRRMA, I intend to ensure that CFIUS frequently reviews the appropriateness of mitigation arrangements to terminate, phase out, or otherwise amend such mitigation arrangements if a national security risk is no longer present. To improve monitoring and enforcement without increasing resources, I will focus my efforts on ensuring effective interagency cooperation, enhancing staff training to further hone the skills needed to identify and address compliance issues, and leveraging technical solutions to improve record-keeping and metrics. Under my leadership, if confirmed, CFIUS will continue to consider mitigation only when it is appropriate, adequate, and reasonably scoped to address the national security risk in a given transaction.

ADDITIONAL MATERIAL SUPPLIED FOR THE RECORD
LETTERS SUBMITTED IN SUPPORT OF NOMINEE PAUL M. ROSEN

April 3, 2022

Senator Sherrod Brown, Chairman
Senator Patrick J. Toomey, Ranking Member
Senate Committee on Banking, Housing, and Urban Affairs
Dirksen Senate Office Building 538
Washington, D.C. 20510

**Re: Bipartisan National Security and Law Enforcement Support Letter
for Paul M. Rosen, Nominee for Assistant Secretary of the Treasury
for Investment Security**

Dear Chairman Brown and Ranking Member Toomey:

We write in strong support of the swift consideration and confirmation of Paul Rosen to serve as Assistant Secretary of the Treasury for Investment Security. We are a bipartisan group of former national security and law enforcement professionals who have served in Republican and Democratic administrations, as well as in career government positions. Many of us have worked with Paul. All of us know and respect his keen intellect, experience, and work ethic. Paul is an excellent choice for this important role.

As this Committee knows better than most, the role of the Assistant Secretary of the Treasury for Investment Security leads the CFIUS process for our government. At this time in our history, as we confront a range of threats from our adversaries, Paul is the right person with the right skills to safeguard U.S. national security when it comes to foreign investment in the United States.

Paul spent the first decade of his legal career in public service, working with many of us on issues that demonstrate his commitment to safeguarding our security. On the Hill, working on the Senate Judiciary Committee, Paul's approach was always bipartisan, including in working to pass important legislation targeting drug traffickers and transnational criminal organizations that sought to bring drugs and other threats to our shores. At the Justice Department (DOJ), Paul investigated and prosecuted a range of criminal cases, both in the Eastern District of Virginia and in the Criminal Fraud Section at DOJ. These included drug trafficking, healthcare fraud, foreclosure rescue and mortgage fraud, procurement fraud, bank fraud, FCPA, and other matters of significance. Paul built a reputation as a tireless worker who always made sure justice was done.

At the Department of Homeland Security (DHS), Paul served in various senior management roles, including as Chief of Staff of the Department under Secretary Jeh Johnson, where he managed the organizational and operational requirements of the third largest cabinet agency with 240,000 employees and a \$60 billion budget. In that role, Paul confronted and helped mitigate some of the most significant threats to our country's security, including significant cybersecurity attacks against government and commercial targets, the Ebola crisis, threats to aviation security, and the threat from ISIS in the homeland. He also participated in various international delegations, including strengthening national security coalitions with our allies and confronting our foes. Of particular relevance, Paul also exercised responsibility over the CFIUS process on behalf of the Secretary.

During his time in government and in the private sector, Paul has worked to strengthen data security and data privacy regimes, helped organizations prepare for and manage the risk of cyber-attacks, and has worked to bring the private sector and government together to share information and achieve security cooperation.

Each of us can attest to Paul's dedication and steadfast focus on security in the protection of our country. We have also witnessed Paul's ability as problem solver who gets things done, forges common ground and finds beneficial solutions to complex challenges. We are confident that, if confirmed, Paul will be a superlative Assistant Secretary of the Treasury for Investment Security.

We thank the Committee for its consideration of our views regarding Paul's nomination and urge it to act favorably and swiftly.

Sincerely,

Ambassador Robert Holleyman
Former Deputy U.S. Trade Representative

Sigal Mandelker
Former Under Secretary for Terrorism and Financial Intelligence
U.S. Department of the Treasury

Stuart Levey
Former Under Secretary for Terrorism and Financial Intelligence
U.S. Department of the Treasury

Adam Szubin
Former Under Secretary for Terrorism and Financial Intelligence (Acting)
U.S. Department of the Treasury

Suzanne Spaulding
Former Under Secretary for the National Protection and Programs Directorate (renamed
the Cybersecurity and Infrastructure Security Agency (CISA)).
U.S. Department of Homeland Security

Heath Tarbert
Former Under Secretary for International Affairs (Acting)
U.S. Department of the Treasury

Francis Taylor
Former Under Secretary for Intelligence & Analysis
U.S. Department of Homeland Security

Patricia F.S. Cogswell
Former Under Secretary for Intelligence and Analysis (Acting)
Former Deputy Administrator, Transportation Security Administration
U.S. Department of Homeland Security

Russ Deyo
Former Under Secretary for Management
U.S. Department of Homeland Security

Joseph Clancy
Former Director
U.S. Secret Service

Vice Admiral Peter Neffenger (ret.)
Former Vice Commandant, United States Coast Guard
Former Administrator, Transportation Security Administration

John Roth
Former Inspector General
U.S. Department of Homeland Security

Tom Bossert
Former Assistant to the President for Homeland Security and Counterterrorism
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Jeanette Manfra
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Victoria Esser
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Nate Jones
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Los Angeles International Airport



NATIONAL FRATERNAL ORDER OF POLICE

PATRICK YOES NATIONAL PRESIDENT

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28 March 2022

The Honorable Sherrod D. Brown
Chairman
Committee on Banking, Housing,
and Urban Affairs
United States Senate
Washington, D.C. 20510

The Honorable Patrick J. Toomey
Ranking Member
Committee on Banking, Housing,
and Urban Affairs
United States Senate
Washington, D.C. 20510

Dear Senators Brown and Toomey,

I am writing on behalf of the members of the Fraternal Order of Police to advise you of our strong support for Paul M. Rosen to be the next U.S. Assistant Secretary of the Treasury for Investment Security.

Paul is very well-known to the FOP, going back to his days as a staffer with the Senate Committee on the Judiciary as well as his service in the U.S. Departments of Justice and Homeland Security. The Assistant Secretary of the Treasury for Investment Security is responsible for reviewing foreign investment into the United States, evaluating any potential national security risks, and if necessary, taking steps to mitigate any risk—including recommending that the President block the investment. The role executes the mandate in the Foreign Investment Risk Review Modernization Act of 2018 (FIRRMA) and serves to safeguard our nation from foreign investors accessing U.S. critical technology, critical infrastructure, or other sensitive information. It is very much a national security role and one focused on preventing threats to the United States through malign foreign investment.

Paul has always worked well with law enforcement. An excellent example of his leadership was in the effort to get landmark legislation enacted to combat emerging trends in drug trafficking, including the Drug Trafficking Vessel Interdiction Act of 2008, which criminalized the use of semi-submersible vessels to transport dangerous weapons, drugs, or other threats to U.S. shores. At the time, this method of transportation and shipment was often used by transnational criminal organizations, and this legislation gave law enforcement tools to target and disrupt this new national security threat and helped keep dangerous drugs and weapons off our streets.

Paul left the Senate to join the Justice Department's Criminal Division in 2009 and also served as a Special Assistant U.S. Attorney General for the Eastern District of Virginia. He proved to be a reliable partner and prosecuted numerous Federal criminal offenses, including drug trafficking, violent crime, and financial crime. In 2014, Paul moved to the

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U.S. Department of Homeland Security (DHS), serving as chief of staff to Secretary Johnson from 2015 to 2017. We often worked with Paul and his team at DHS on issues of shared security interest and threats to the homeland. Paul worked on issues such as counterterrorism (including the threat posed by ISIS and ISIS-inspired actors), cybersecurity, aviation security, and border security.

Paul understands the important public safety and national security mission and the need to keep threats of all sorts from our shores. We believe that Paul would excel in this position and serve as an outstanding guardian of our national security and public safety.

On behalf of the more than 364,000 members of the Fraternal Order of Police, thank you for considering our support for Paul M. Rosen to help lead the U.S. Department of the Treasury as its Assistant Secretary for Investment Security. If I can provide any more information on this nomination, please do not hesitate to contact me or Executive Director Jim Pasco in our Washington, D.C. office.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick Yoes", with a stylized flourish at the end.

Patrick Yoes
National President