

**NOMINATION TO THE NATIONAL  
AERONAUTICS AND SPACE ADMINISTRATION  
AND THE U.S. DEPARTMENT OF COMMERCE**

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**HEARING**

BEFORE THE

**COMMITTEE ON COMMERCE,  
SCIENCE, AND TRANSPORTATION  
UNITED STATES SENATE**

**ONE HUNDRED NINETEENTH CONGRESS**

**FIRST SESSION**

\_\_\_\_\_  
**DECEMBER 3, 2025**  
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WASHINGTON : 2026

SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION

ONE HUNDRED NINETEENTH CONGRESS

FIRST SESSION

TED CRUZ, Texas, *Chairman*

JOHN THUNE, South Dakota	MARIA CANTWELL, Washington, <i>Ranking</i>
ROGER WICKER, Mississippi	AMY KLOBUCHAR, Minnesota
DEB FISCHER, Nebraska	BRIAN SCHATZ, Hawaii
JERRY MORAN, Kansas	EDWARD MARKEY, Massachusetts
DAN SULLIVAN, Alaska	GARY PETERS, Michigan
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NICOLE CHRISTUS, *Republican Deputy Staff Director*

LILA HARPER HELMS, *Staff Director*

MELISSA PORTER, *Deputy Staff Director*

## CONTENTS

---

Hearing held on December 3, 2025 .....	Page 1
Statement of Senator Cruz .....	1
Statement of Senator Cantwell .....	2
Statement of Senator Sheehy .....	5
Letter dated December 1, 2025 to Senator Ted Cruz and Senator Maria Cantwell from Tony LaRosa, Founder and Managing Director, Inter- planetary Chamber of Commerce .....	6
Letter dated November 19, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Dr. Jonathan Cirtain, Chief Executive Officer and President, Axiom Space .....	6
Letter dated December 1, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Matt Gialich, Chief Executive Officer, AstroForge, Inc. ....	7
Letter dated November 25, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Jason Kim, CEO, Firefly Aerospace .....	8
Letter dated December 1, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Steve Place, CEO, Corillian .....	9
Letter dated November 21, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Rob Meyerson, CEO, Interlune Corpora- tion .....	9
Letter dated November 26, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Mason Angel, Founding Partner, Indus- trious Ventures and Taylor Sargent, Partner, Industrious Ventures .....	10
Letter dated November 26, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Stephen Altemus, Chief Executive Offi- cer, Intuitive Machines .....	11
Letter dated November 13, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Tom Mueller, CEO, Impulse Space .....	11
Letter dated November 17, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Bradley Cheetham, Chief Executive Officer, Advanced Space LLC .....	12
Letter dated November 20, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Joshua Brost, Chief Revenue Officer, Relativity Space, Inc. ....	13
Letter dated November 26, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Twyman Clements, President and Co- Founder, Space Tango .....	13
Letter dated December 2, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Karan Kunjur, Co-Founder and CEO, K2 Space and Neel Kunjur Co-Founder and CTO, K2 Space .....	14
Letter dated November 25, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Dylan Taylor, Chairman and CEO, Voy- ager Technologies .....	15
Letter dated December 1, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Kevin Lowdermilk, Chief Executive Offi- cer, Vaya Space .....	15
Letter dated November 28, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Tejpal Bhatia, Founder and CEO, Plan Z Capital Inc. ....	16
Letter dated November 30, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Michael Anderson, Chief Executive Offi- cer, Seagate Space Corporation .....	17

# IV

	Page
Statement of Senator Sheehy —Continued	
Letter dated November 12, 2025 to Ranking Member Chris Van Hollen and Senator Angela Alsobrooks from Robert D. Braun, Head, Space Exploration Sector, Johns Hopkins Applied Physics Laboratory .....	17
Letter dated December 1, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Michael Gold, President, Civil and International Business, Redwire Space .....	18
Letter dated December 1, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Dr. Angel Smith, Executive Director, SmallSat Alliance .....	19
Letter dated December 2, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Robbie Robertson, CEO and Co-Founder, Sedaro .....	20
Letter dated December 2, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Ryan Kriser, Chairman, Board of Directors, Space for Humanity and Antonio Peronace, Executive Director, Space for Humanity .....	21
Letter dated November 30, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Mr. Thomas Marotta, CEO, The Spaceport Company .....	21
Letter dated December 2, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Geoff Freeman, President and CEO, U.S. Travel Association ..	22
Letter dated November 24, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Andy Lapsa, CEO, Stoke Space .....	23
Letter dated November 26, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Marshall Smith, Chief Executive Officer, Starlab Space .....	23
Letter dated November 26, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Blair Bigelow May, Founder and CEO, Selene Space Corporation .....	24
Letter dated December 3, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Raymond Tonsing, Member, Caffeinated Capital Management, LLC .....	25
Letter dated December 1, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Ryan Kriser, Partner, Type One Ventures .....	26
Letter dated November 17, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Will Marshall, Co-Founder and Chief Executive Officer, Planet Labs PBC and Robert Schingler, Co-Founder and Chief Strategy Officer, Planet Labs PBC .....	27
Letter dated March 25, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Kyle J. Cozad, RADM USN (Ret), President and CEO, Naval Aviation Museum Foundation .....	28
Letter dated November 13, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Captain Wes Pulver, USCG (Ret.), President, National Coast Guard Museum Association .....	28
Letter dated November 21, 2025 to Hon. Senator Ted Cruz and Hon. Senator Maria Cantwell from Saleem Miyan, Co-founder and CEO, Max Space Inc. ....	29
Letter dated November 21, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Ed Bolen, President and CEO, National Business Aviation Association .....	31
Press Statement dated November 12, 2025 entitled, "Statement on the re-nomination of Jared Isaacman for NASA Administrator" by Danielle Gunn, The Planetary Society .....	32
Letter dated November 12, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Dave Cavossa, President, Commercial Space Federation .....	33
Statement from Redwire Corporation .....	34
Letter dated November 24, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from Mike Moses, President, Virgin Galactic .....	34
Letter dated November 26, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Bill Woolf, Colonel, USAF (Ret.), CEO, President and Founder, Space Force Association .....	35
Tweet on Truth Social dated November 4, 2025 from President Donald J. Trump .....	36
Statement of Senator Moran .....	87
Statement of Senator Moreno .....	89



# V

	Page
Statement of Senator Kim .....	91
Statement of Senator Schmitt .....	93
Statement of Senator Peters .....	95
Statement of Senator Markey .....	98
Statement of Senator Budd .....	100
Statement of Senator Luján .....	102
Statement of Senator Klobuchar .....	103
Statement of Senator Young .....	106
Statement of Senator Rosen .....	107
Statement of Senator Capito .....	109
Statement of Senator Hickenlooper .....	111
Letter dated November 22, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from former NASA Astronauts .....	113
Letter dated November 21, 2025 to Hon. Roger Wicker and Hon. Cindy Hyde-Smith from Michelle D. Hanlon, Executive Director, Air and Space Law Program, University of Mississippi .....	114
Letter dated November 24, 2025 to Senator Tommy Tuberville from Brenda Perez, Interim Chief Executive Officer, Chief Financial Officer, U.S. Space and Rocket Center .....	114
Letter dated November 24, 2025 to Senator Katie Britt from Brenda Perez, Interim Chief Executive Officer, Chief Financial Officer, U.S. Space and Rocket Center .....	115
Letter dated December 1, 2025 to Hon. Ted Cruz and Hon. Maria Cantwell from the undersigned 12,329 members of the national #SaveChandra Community .....	116
Letter dated November 29, 2025 to Chairman Ted Cruz and Ranking Member Maria Cantwell from Sinan Kanatsiz, Chairman, Internet Marketing Association .....	128

# WITNESSES

Hon. Bill Hagerty, U.S. Senator from Tennessee .....	4
Jared Isaacman, Nominee to be Administrator, National Aeronautics and Space Administration .....	38
Prepared statement .....	40
Biographical information .....	41
Steven H. Haines, Nominee to be an Assistant Secretary of Commerce for Industry and Analysis, U.S. Department of Commerce .....	74
Prepared statement .....	76
Biographical information .....	77

# APPENDIX

Response to written questions submitted to Jared Isaacman by:	
Hon. Ted Cruz .....	129
Hon. Roger Wicker .....	129
Hon. Jerry Moran .....	130
Hon. Dan Sullivan .....	131
Hon. Ted Budd .....	131
Hon. Eric Schmitt .....	132
Hon. Maria Cantwell .....	133
Hon. Edward Markey .....	136
Hon. Gary Peters .....	137
Hon. Tammy Duckworth .....	137
Hon. Jacky Rosen .....	138
Hon. John Hickenlooper .....	138
Hon. John Fetterman .....	142
Response to written questions submitted to Steven H. Haines by:	
Hon. Roger Wicker .....	143
Hon. Todd Young .....	143
Hon. Maria Cantwell .....	144
Hon. Amy Klobuchar .....	146



**NOMINATION TO THE NATIONAL  
AERONAUTICS AND SPACE ADMINISTRATION  
AND THE U.S. DEPARTMENT OF COMMERCE**

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**WEDNESDAY, DECEMBER 3, 2025**

U.S. SENATE,  
COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION,  
*Washington, DC.*

The Committee met, pursuant to notice, at 10 a.m., in room SR-253, Russell Senate Office Building, Hon. Ted Cruz, Chairman of the Committee, presiding.

Present: Senators Cruz [presiding], Fischer, Moran, Sullivan, Young, Budd, Schmitt, Moreno, Sheehy, Capito, Cantwell, Klobuchar, Markey, Peters, Rosen, Luján, Hickenlooper, Fetterman, and Kim.

**OPENING STATEMENT OF HON. TED CRUZ,  
U.S. SENATOR FROM TEXAS**

Chairman CRUZ. Good morning. The Senate Committee on Commerce, Science, and Transportation will come to order.

Today, we will consider the nominations of Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration, which I have to say, for a moment, feels a bit like Groundhog Day, and also Steven Haines to serve as an Assistant Secretary of Commerce.

NASA is at the forefront of American leadership in science and technology. It is critical to our national security amid what I have called the second “space race.” But the agency finds itself at an inflection point. Its next leader must be both disciplined and purposeful, candidly assessing what is working and what is not, while recognizing that each policy decision has tradeoffs. NASA cannot do everything it wants to; the agency must prioritize if we are to beat China back to the Moon and back to Mars.

If confirmed, Mr. Isaacman will be taking the helm just as NASA is set to launch Artemis II, the agency’s first crewed use of the Space Launch System rocket and the first crewed mission on the Orion spacecraft, which will bring American astronauts closer to the lunar surface than at any point since 1972.

I know Mr. Isaacman will be a strong leader who sees that Artemis II launches safely, successfully, and without delay.

He must then turn to Artemis III, landing Americans on the Moon before China, which is aimed to send its own taikonauts there by 2030. NASA cannot take its eye off the ball.

Fortunately, Congress has given clear direction and substantial funding to achieve this goal. In the One Big Beautiful Bill, President Trump and a Republican Congress committed nearly \$10 billion to specific parts of the space program, including the Space Launch System and future lunar missions of Artemis IV and V; the Gateway space station at the Moon; and the International Space Station. The vision for NASA enshrined in the One Big Beautiful Bill is unambiguous, and Congress expects that it will be executed faithfully.

And I will note that our friend and colleague, Senator Katie Britt, from Alabama, has come to join us. Alabama obviously has intense interest in NASA and space, and Senator Britt, we welcome you to the Committee this morning.

Investments in hardware alone will not guarantee mission success. Equally indispensable is NASA's workforce. Houston's Johnson Space Center is home to one of the most capable, experienced, and mission-driven workforces in the world. JSC is home to our astronaut corps, America's spacefaring heroes, who represent the best of our Nation. Preserving that talent is essential, and I trust that JSC will continue to thrive under Mr. Isaacman's leadership.

Mr. Isaacman, I believe, will prioritize stability, accountability, and respect for the men and women who make the agency's missions possible. As the commander of Inspiration 4, the first all-civilian spaceflight, and the first private citizen to walk in space, he knows that every successful mission depends on the skills and the dedication of its crew, as well as the countless professionals supporting them from the ground.

Mr. Isaacman, I know that you are as committed to American supremacy in the final frontier as is this Committee and the entire Senate. The United States must remain the unquestioned leader in space exploration, and this imperative is why we need to confirm your nomination as expeditiously as possible. My hope is that you will be confirmed and in this role before the end of this year.

Finally, a word about our nominee to lead Industry and Analysis within the International Trade Administration at the Department of Commerce. If confirmed, Steven Haines will also help us compete with China. He will support U.S. companies with actionable market intelligence, help them navigate trade barriers, and identify opportunities for expansion into foreign markets. He brings experience as a foreign service officer and from across multiple Federal agencies.

Both our nominees before us will advance American interests, whether in outer space or here at home.

I now turn to Ranking Member Cantwell for her opening remarks.

**STATEMENT OF HON. MARIA CANTWELL,  
U.S. SENATOR FROM WASHINGTON**

Senator CANTWELL. Thank you, Mr. Chairman, and thank you for this hearing. Congratulations, Mr. Isaacman on being renominated to lead NASA and Mr. Haines on your nomination to be an Assistant Secretary of Commerce. I too would like to welcome our colleague, Senator Britt, from a state that has a very robust aerospace community, and look forward to continuing to work with her.

And I would like to say a special welcome to two Washingtonians who are here—Bill Nye, the Science Guy, from Washington, and Mr. Detrick, who is Mr. Haines' father-in-law. Great to have you here as well in support of him.

Mr. Isaacman, I supported your nomination the first time you came before the Committee, and I hope to do so again. I, as the Chairman mentioned, hope to get you in this position before the end of the year. But there is no secret that a lot of NASA changes have been made since the last time you were before this Committee, including the NASA decision to re-compete for the Lunar Lander, the release of the President's proposed NASA budget, which calls for cutting the agency's budget by nearly a quarter in the workforce, and nearly a third of the science funding cut in half.

So given all that, I am glad you are here. I am glad you are here to answer questions about NASA's future, and I hope that today's hearing will show that there is bipartisan agreement, strong bipartisan agreement, that we must redouble our efforts to get American astronauts back to the surface of the Moon as soon as possible.

At our Committee hearing in November, we heard concerning testimony from several expert witnesses who left little room for doubt that the current SpaceX Lunar Lander would not be ready to put Americans back on the Moon either in 2027 or 2028. And we almost certainly would lose the race to China, and I know that you are going to have robust competition. In response, Acting Administrator Duffy reopened the contract and its competition for the Lunar Lander that can be ready sooner, by the end of 2028. And I think this was the correct decision, and I expect you to continue executing on this plan, if confirmed.

To be clear, winning the race to the Moon is not just about short-term token victories. It is the first step in accomplishing a very long-term presence on the lunar surface, which is strategic economically and is a national security imperative. Mr. Isaacman, I expect to hear from you today about how you will ensure we achieve these goals.

NASA is also much more than just a moon exploration program. The agency leads in a number of other vital strategic missions, including aeronautic research, space technology and, of course, the agency's critical science mission.

NASA is one of the world's leading research and development organizations. I think that is why we have, I don't know, about 50 people waiting outside to get in this hearing room. I think they really believe you are going to get confirmed, and they all want to be first in line to talk about all these developments. NASA is one of the leading research and development organizations and an agency that feeds a multiple of sectors of innovation, including AI, quantum, advanced aerospace materials, manufacturing, and aviation safety.

You and I have had a chance to talk about this issue as it relates to my home state. Over 1,500 companies form a robust aerospace supply chain, including 40 Artemis Program suppliers, and this issue of a tech hub working on next-generation thermoplastics that is so critical to all space and aerospace manufacturing to develop high-rate composite manufacturing production.

Nevertheless, as we have discussed these issues, OMB Director Vought has been working to gut NASA's budget, especially in science. Earlier this year, multiple NASA whistleblowers provided evidence showing that OMB was pushing NASA to implement the dangerous cuts requested in the President's budget for Fiscal Year 2026, disregarding the law and the impacts that this would leave on NASA. This is just unacceptable. Mr. Isaacman, if confirmed, I expect you will push back on these dangerous ideas and advocate for NASA's budget.

Oh, I also invite you to visit Washington State. We would love to continue this discussion on how to generate the next aviation innovation. It is clear that there is a lot going on that will help us on the Moon-to-Mars mission, not just the 40 Artemis suppliers, but a lot of other issues in how to guarantee our satellite communication for the future and how to make sure that is secure. So thank you again for your willingness to step up to these challenges.

Turning to you, Mr. Haines, if confirmed as the Assistant Secretary of Commerce for Industry and Analysis you will be responsible for strengthening the globe's competitiveness in U.S. industry and overseeing key trade analyses. You would lead a team charged with value-added analysis and tools to support economic policy decisions. No doubt, there has been a big sea change since COVID about supply chain issues and supply chain vulnerabilities and the interest that Commerce play a larger role in identifying those risk sectors.

Myself and Senator Risch have been leading a charge on fusion technology and hoping that we can be very aggressive on supply chain issues if, in fact, fusion technology gets to the actual point of manufacturing in the United States.

So I look forward to working with you on those supply chain issues, and I want us to continue to know that we have to reduce tariffs. In my mind, tariffs are causing Americans to be challenged on affordability issues, and I look forward to working with you and asking you questions about that agenda as well. And welcome to our colleague from Tennessee, Senator Hagerty.

Chairman CRUZ. Thank you. I will now turn to our colleague from the great state of Tennessee, Senator Hagerty, to introduce Mr. Haines. Senator Hagerty, welcome to the Committee.

**STATEMENT OF HON. BILL HAGERTY,  
U.S. SENATOR FROM TENNESSEE**

Senator HAGERTY. Thank you, Chairman Cruz and Ranking Member Cantwell. Thank you for holding this important hearing. Mr. Isaacman, I want to congratulate you on your nomination and look forward to your confirmation.

The reason I am here today, though, is to introduce a former staffer, a good friend, and a fellow Tennessean, Steven Haines. Steven Haines is President Trump's nominee to serve as Assistant Secretary of Commerce for Industry and Analysis.

But before I get into his introduction I would like to actually address all of the staff sitting along the walls here today. I hope you will take a lesson from Steven Haines. He did a remarkable job serving on my team, a great member of my national security team, and frankly, touched many aspects of our office. He is taking that

knowledge and moving it into the administrative branch, in the Executive Branch in this Administration, and he is going to go on to do great things. And I just think it is a testament to the fact that the hard work that all of you put in, on both sides of the aisle, to support our Nation and to generate the type of opportunities we want to see for our children and grandchildren, can manifest itself in a career like Steven's. And I hope, Steven, that you will continue to advance your career. It is one of the greatest honors I have to be here and speak on behalf of my former staffer, and to all of you. Thank you for your hard work that you do every day, and I hope that someday I will be seeing you sitting in a seat just like Steven.

Steven was one of my national security advisors for 2 years. His counsel was critical, covering nearly every issue that came to my office, from supporting my role as Ranking Member of the Banking and National Security Subcommittee that covers export controls and CFIUS work to State Department reauthorization and consular issues on the Senate Foreign Relations Committee, to the important work of funding the government through the appropriations process, there was not much that Steven did not touch in my office.

Before his time in the Senate, Steven served as a Presidential Management Fellow, then as a Foreign Affairs Officer at the Department of State's Bureau of East Asian and Pacific Affairs. Steven is a graduate of the University of Nevada and holds a masters in Asian Studies from the George Washington University Elliott School of International Affairs.

Steven's understanding of how Federal agencies operate and his deep knowledge of foreign policy and national security were evident from the first day he joined my team. This expertise served the constituents of Tennessee remarkably well, and his love for this country and serving the American people is palpable.

He is a man of conviction, a man of loyalty and integrity, and precisely the caliber of person we need serving in government.

I thank you for considering Steven's nomination, and I encourage my colleagues to support his nomination as he advances his call to public service. Congratulations, Steven. Thank you.

Chairman CRUZ. Thank you, Senator Hagerty. I will now turn to our colleague, Senator Sheehy, to introduce Mr. Isaacman. Senator Sheehy, the floor is yours.

**STATEMENT OF HON. TIM SHEEHY,  
U.S. SENATOR FROM MONTANA**

Senator SHEEHY. Thank you, Chairman. Welcome back, Jared. I would say this is a once-in-a-lifetime experience, but I think we are on number two now. Monica, great to see you. Thanks for bringing the girls.

Before I introduce Jared, Chairman, I would like to enter in 40 letters of support for Mr. Isaacman's nomination, please.

Chairman CRUZ. Without objection.

Senator SHEEHY. Thank you.

[The information referred to follows:]

INTERPLANETARY CHAMBER OF COMMERCE  
December 1, 2025

Senator TED CRUZ,  
Chair,  
Senate Commerce, Science, and Transportation Committee,  
Washington, DC.

Senator MARIA CANTWELL,  
Ranking Member,  
Senate Commerce, Science, and Transportation Committee,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of the Interplanetary Chamber of Commerce (ICoC) and our members spanning six continents across the global space economy, we write in strong support of the confirmation of Jared Isaacman as Administrator of the National Aeronautics and Space Administration (NASA).

Mr. Isaacman represents a new generation of leadership uniquely suited to NASA's current moment. As a civilian astronaut, accomplished pilot, entrepreneur, and philanthropist, he brings rare, firsthand experience operating at the intersection of human spaceflight, advanced technology, risk management, and mission execution. His leadership of pioneering missions has demonstrated not only operational excellence and safety discipline, but also a deep commitment to expanding access to space and inspiring global participation in space exploration.

Equally important is Mr. Isaacman's proven ability to work constructively with the commercial sector while respecting public mission objectives. NASA's success over the next decade will depend upon deep, trusted partnerships with industry across launch, spacecraft, communications, data, and emerging in-space infrastructure. Mr. Isaacman's experience building and leading complex organizations, while collaborating with government agencies and international partners, positions him exceptionally well to guide NASA through this era of sustained lunar activity, preparation for Mars, and expansion of the broader space economy.

From our international perspective, NASA's leadership sets the tone not only for U.S. space policy, but for global norms in safety, interoperability, sustainability, and responsible exploration. Mr. Isaacman understands the importance of these principles and has consistently demonstrated a values-driven approach that aligns innovation with long-term stewardship and public benefit.

The Interplanetary Chamber of Commerce represents companies and institutions engaged in space across civil, commercial, academic, and emerging market sectors worldwide. Our members strongly believe that Mr. Isaacman's confirmation would strengthen NASA's role as a catalyst for innovation, international collaboration, and economic growth, while maintaining its core mission of exploration, science, and inspiration.

We respectfully urge the Senate Committee on Commerce, Science, and Transportation, and the full United States Senate, to confirm Jared Isaacman as NASA Administrator without delay.

Respectfully,

TONY LAROSA,  
*Founder & Managing Director,*  
Interplanetary Chamber of Commerce.

AXIOM SPACE  
November 19, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Axiom Space, I am writing to convey our strong support for the confirmation of Mr. Jared Isaacman as Administrator of the National Aeronautics and Space Administration (NASA).

NASA is entering the most consequential transition in human spaceflight since the end of the Shuttle program, requiring decisive leadership during this pivotal period for the United States' civil and commercial space enterprises. The retirement



of the International Space Station in 2030 demands timely decisions and coordinated execution of the Commercial Low-Earth Orbit Development (CLD) program to ensure a smooth transition. Simultaneously, NASA is charged with beating formidable geopolitical adversaries to the Moon and being the first one to Mars.

While the mission at hand is profound, these endeavors will serve to organize and measure the best of our country's energies and skills. A confirmed administrator is urgently needed to oversee and ensure that the United States' national posture, technological superiority, economic dominance, and international leadership in space are maintained and advanced. Expeditiously approving the appointment of an administrator avoids delaying critical programs at a moment when our competitors, especially China, are accelerating their own LEO and Lunar and Maritain initiatives.

Axiom Space strongly believes that Mr. Isaacman's proven business leadership, historic space achievements, and detailed understanding of commercial capabilities positions him uniquely to navigate this defining moment. Therefore, Axiom Space respectfully urges the Committee to give full and favorable consideration to Mr. Jared Isaacman's nomination.

Sincerely,

DR. JONATHAN CIRTAIN,  
*Chief Executive Officer and President,*  
Axiom Space.

ASTROFORGE  
December 1, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of AstroForge, I am writing to express my strong support for Jared Isaacman's nomination to serve as Administrator of the National Aeronautics and Space Administration (NASA).

As the CEO of AstroForge, I lead an American space company that is dedicated to making the United States less dependent on foreign-sourced critical minerals by developing innovative mining technologies for asteroids and terrestrial use cases. Our company is built on the belief that private industry plays a critical role in propelling our Nation forward by taking on extreme challenges. This is especially true in space, where technical moon shots above often lead to advancements here at home.

The future that Mr. Isaacman envisions for space exploration, science, and infrastructure is one that will make our Nation stronger. He brings a rare combination of operational experience, aerospace leadership, and a commitment to advancing U.S. capabilities in space that could change our country's space program forever. These are critical leadership skills we need at a time when space is more contested and congested than ever before.

In recent years, NASA has taken important steps to support public-private partnerships, commercial innovation, and long-term exploration architectures. We hope NASA continues to grow these types of efforts. AstroForge is currently preparing to launch its third mission to a target asteroid and is developing hardware to demonstrate space-based mineral processing. Our work depends on continued stability and vision at the agency level. I believe Mr. Isaacman is qualified to lead NASA through its next chapter and will bring the right focus to ensure the United States continues to lead in this critical domain.

Thank you for your consideration,

Sincerely,

MATT GIALICH,  
*Chief Executive Officer,*  
AstroForge, Inc.

FIREFLY AEROSPACE  
Cedar Park, TX, November 25, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Firefly Aerospace, I am writing to convey Firefly's support for the confirmation of Mr. Jared Isaacman to serve as the next Administrator of the National Aeronautics and Space Administration.

Firefly is a Texas-born, Texas-proud public company that is pioneering the next era of lunar exploration. We recently completed the first successful commercial Moon landing for NASA's CLPS (Commercial Lunar Payload Services) initiative and continue to set new responsive space records as we launch, land, and orbit. We are expanding our facility to concurrently build 4 lunar landers in Texas this year to keep growing our capacity to meet the growing demand, while making Texas the capital of Lunar Landers.

This team of Fireflies embodies Texas's "go big" motto as we tackle bold missions. We recognize and celebrate those with similar values who push the boundaries of exploration and bring new innovative strategies to keep America first in space—these are all characteristics and core beliefs of Mr. Isaacman as he serves our Nation.

Mr. Isaacman's passion for space exploration is exemplified as he self-funded five research-focused space missions, two of which have been completed. During these missions, the crew conducted extensive biomedical research, collaborating with top medical universities, including Baylor College of Medicine in Texas. The objective of this research supports human exploration beyond our planet. Other mission objectives included carrying STEM-focused payloads and fundraising for ST. Jude Children's Research Hospital. This selfless leadership will be an asset for NASA.

Mr. Isaacman further brings commercial CEO leadership that can optimize NASA's business operations and ensure the most beneficial use of taxpayer funds. As a successful entrepreneur of multiple companies, Mr. Isaacman's track record is proven. His company Shift4 is an example of more than two decades of successful operations, showcasing strategic use of investment capital and innovation to support customers. He also founded, grew and then sold a company that trained military pilots, supporting the U.S. Air Force. He understands how commercial companies can provide innovation in technology and business models that provide game-changing capabilities for our Nation.

This is a pivotal time for NASA, and a strong entrepreneur visionary and strategic leader is required. Among its many missions and activities, the agency is working to return astronauts to the Moon, operating the International Space Stations, developing follow-on commercial space stations, and exploring the solar system. In addition, China's ambition to compete with U.S. leadership in space and build international alliances to counter western-Democracy coalitions is a critical issue this committee has rightly focused on. NASA's leadership and subsequent activities over the next three years very well may determine the balance of power in space, and Firefly is here to support the Nation and NASA.

With decades of experience as an entrepreneur, business leader, and space pioneer, Mr. Isaacman is well suited to lead NASA. During Mr. Isaacman's hearing before the committee in April 2025, he demonstrated his understanding of the near- and long-term competition with China, as well as his respect for Congress's oversight responsibilities and the laws directing NASA's activities. Furthermore, Mr. Isaacman's selfless pursuits in space exploration, research, STEM, philanthropy, and serving our Nation support NASA's focus on space science, space technology, aeronautics, and human exploration. Mr. Isaacman brings ingenuity, business acumen, integrity, technical know-how, and a deep passion that will position NASA to take on the many opportunities to advance humankind and keep American first in space.

On behalf of Firefly Aerospace and our more than 1,300 employees, we fully support the confirmation of Mr. Isaacman and encourage this committee confirm Jared Isaacman as NASA Administrator.

Sincerely,

JASON KIM,  
CEO,  
Firefly Aerospace.

CORILLIAN  
December 1, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

Our nation was the first to set foot on the moon, but our advantage in space has been diminished by our adversaries. The future of America's space program needs strong, visionary leadership to get the United States back on track so we may survive and thrive in an increasingly competitive landscape.

Mr. Isaacman is the leader we need to shepherd NASA into this new age.

The next NASA Administrator will need to galvanize the public and private sectors in order to push forward jaw-dropping technical achievements. The next NASA Administrator will need to inspire a generation of young people to take on scientific moonshots that are in the national interest. Most importantly, the next NASA Administrator will need to overcome fierce competition from adversaries who do not share our same values or vision for space.

Mr. Isaacman is the most capable leader to operationalize and execute these mission-critical efforts.

As the CEO of Corillian, I build and invest in defense and aerospace companies. It's my job to spot talent—in founders and businesses alike—and to make a determination on their ability to chart a path forward amidst seemingly impossible odds. The role that the next NASA Administrator is stepping into is challenging and will have long-lasting repercussions for our Nation. I believe Mr. Isaacman is the best person to take on that challenge.

The United States will regain its position as the leader for space innovation, but we need the right NASA Administrator to ensure this outcome. Mr. Isaacman is the right leader for the job. Please support his nomination.

Respectfully,

STEVE PLACE,  
CEO,  
Corillian.

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INTERLUNE  
Seattle, WA, November 21, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Interlune, I am honored to express my strong support for the confirmation of Mr. Jared Isaacman as Administrator of the National Aeronautics and Space Administration (NASA).

At Interlune, we are building innovative technologies to extract and commercialize natural resources from space, starting with Helium-3, to help establish a sustainable in-space economy led by the United States. As a commercial space company, we understand that close alignment between NASA's strategic direction and the growth of the commercial space sector is critical. This alignment requires bold vision, technical credibility, and a deep appreciation for the role of private industry in expanding America's reach in space.

Mr. Isaacman embodies these qualities. Across his career, he has built and led multi-billion-dollar enterprises, managed complex technical organizations, and worked extensively with the Federal government—experience that will serve him well in leading an agency as large and multifaceted as NASA. His companies are known for driving innovation, reducing inefficiencies, and empowering high-performing teams, all while expanding into new markets. Each of these characteristics is essential as NASA navigates aging infrastructure, budget pressures, and growing international competition.

Just as importantly, Mr. Isaacman brings a rare perspective as a commercial space pioneer. Through the Inspiration4 mission and his subsequent spaceflights, including the first commercial spacewalk, he has developed a deep understanding of the risks, rigor, and discipline required to advance human spaceflight safely. He

understands what it will take to build a sustainable space economy rooted in public-private partnership. For companies like Interlune that are committed to unlocking commercial activity on the lunar surface, his leadership would strengthen the collaboration needed to maintain U.S. technological and economic advantage.

Mr. Isaacman is uniquely prepared to guide NASA at this pivotal moment. Interlune looks forward to working with Mr. Isaacman to ensure that the United States remains the global leader in space. Thank you for your consideration of this letter in support of Jared Isaacman's confirmation as the Administrator of NASA.

Sincerely,

ROB MEYERSON,  
*CEO,*  
Interlune Corporation.

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INDUSTRIOUS VENTURES  
*November 26, 2025*

Chairman Ted Cruz,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member Maria Cantwell,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Industrious Ventures, a venture capital firm focused on advancing America's industrial and aerospace leadership, I write to express our strong support for the swift confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

As you know, NASA is a large and strategically important agency that benefits significantly from stable leadership. The agency's responsibilities span human exploration, space science, aeronautics, technology development, and the inspiration of the next generation of great scientists and engineers. NASA is simultaneously preparing for sustained lunar operations under the Artemis Program, managing the transition to commercial Low Earth Orbit destinations, and advancing new programs in Earth observation and planetary science. These efforts occur against the backdrop of increasing geopolitical competition. Clear and consistent leadership will be essential as the agency makes decisions that could shape the balance of power in space and on the lunar surface for decades to come. For NASA to accomplish its long-term objectives of permanent lunar habitation and scientific exploration to better understand our place in the universe, it will require a knowledgeable and transparent leader who can empower the numerous stakeholders and contractors that support the Artemis Accords.

Mr. Isaacman brings decades of operational, entrepreneurial, and technical experience that make him well suited to lead NASA at this pivotal time. His experience as commander of Inspiration4 and leader of the Polaris Program reflects his deep understanding of human spaceflight, mission preparation, crew safety, and spacecraft operations. His testimony before the committee earlier this year showed a clear appreciation for the strategic challenges facing the United States, as well as respect for Congress's oversight responsibilities. He has a comprehensive picture of the space industry and its geopolitical forces, he has a palpable urgency, and he is driven to ensure the U.S. plays the leading role in space development and exploration.

Mr. Isaacman has also shown a sincere commitment to all aspects of NASA's mission portfolio, including science, aeronautics, technology, and lunar exploration. His perspective is particularly valuable as NASA continues to work closely with the commercial space sector. Companies across our portfolio, including Stoke Space, which is developing fully reusable launch systems, and Lunar Outpost, which is advancing lunar mobility and robotics, represent only a small part of the broad commercial ecosystem that relies on clear NASA leadership to guide standards, support partnerships, and cultivate long-term industrial growth. An informed Administrator is essential to ensuring that NASA and commercial partners can work together effectively and objectively to advance national interests and spread democratic values beyond earth and into the stars.

On behalf of Industrious Ventures, we respectfully request that the committee prioritize Mr. Isaacman's confirmation, given the importance and urgency of NASA's responsibilities and his demonstrated alignment to NASA's mission.

Sincerely,

MASON ANGEL,  
*Founding Partner,*  
Industrious Ventures.  
TAYLOR SARGENT,  
*Partner,*  
Industrious Ventures.

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INTUITIVE MACHINES  
*26 November, 2025*

CHAIRMAN TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Intuitive Machines, I write in strong support of the swift confirmation of Mr. Jared Isaacman as the next Administrator of NASA.

The United States is in a moment where execution and focus will determine whether we maintain our lead in the strategic high ground of space. Mr. Isaacman has already demonstrated an unambiguous commitment to mission outcomes, cost discipline, and the urgency that this era demands. His vision aligns directly with NASA's core mandate to achieve what no other nation or organization can.

Furthermore, we at IM believe that there must be a whole-of-government effort to locate, extract, and secure lunar critical minerals before China can assert control over lunar commerce. As a Next-Gen Space Prime, we are ready to build, connect, and operate the essential infrastructure required to establish industrial enterprise on the Moon and create a sustainable path to Mars. This integrated capability stack directly supports Mr. Isaacman's objectives: pulling forward human exploration timelines, igniting a real orbital-to-lunar economy, and making NASA a force multiplier for science.

IM strongly agrees with his emphasis on speed and accountability. Firm-fixed-price and service contracts that pay for performance are the approach required to regain American momentum.

Mr. Isaacman understands the stakes, and that China is moving fast. The next three years will shape the balance of power in space, and NASA cannot afford incremental thinking or business-as-usual management.

Mr. Isaacman brings the needed operational discipline, technical depth, and strategic clarity. For these reasons, Intuitive Machines urges the Committee to advance his nomination without hesitation.

STEPHEN ALTEMUS,  
*Chief Executive Officer,*  
Intuitive Machines.

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IMPULSE SPACE  
*November 13, 2025*

Chairman TED CRUZ  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Impulse Space, I want to reiterate our strong support for the swift confirmation of Mr. Jared Isaacman as the Administrator of the National Aeronautics and Space Administration (NASA).

The United States cannot afford to lose momentum in this defining decade for space leadership, and NASA stands at a pivotal moment. The agency needs leadership to guide it through an era of ambitious national goals in space exploration—an era defined by rapid innovation and unprecedented public-private collaboration.

At Impulse Space, we build in-space mobility vehicles to accelerate our future beyond Earth. We know firsthand that the next great era of space exploration demands a NASA Administrator who understands and embraces the commercial sector's growing capabilities. Mr. Isaacman is that leader; an accomplished entrepreneur, innovator, and astronaut, he embodies the qualities needed to lead NASA into this next chapter of exploration. His leadership would bring renewed energy, efficiency, and partnership to an agency whose success depends on collaboration with the commercial space sector.

The Senate has an opportunity to act decisively and ensure that NASA has the leadership it needs. We respectfully urge the Committee and the full Senate to move swiftly on Mr. Isaacman's confirmation so that he can begin leading NASA in this transformative moment for American space exploration.

Thank you again for your thoughtful consideration and for your continued support of America's leadership in space.

Sincerely,

TOM MUELLER,  
CEO,  
Impulse Space.

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ADVANCED SPACE LLC  
Westminster, CO, November 17, 2025

Hon. TED CRUZ,  
Chair,  
Committee on Commerce, Science, and  
Transportation,  
United States Senate,  
Washington, DC.

Hon. MARIA CANTWELL,  
Ranking Member,  
Committee on Commerce, Science, and  
Transportation,  
United States Senate,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

I write to you in my capacity as Chief Executive Officer of Advanced Space LLC, a U.S.-based aerospace services company committed to supporting national space policy, human spaceflight, and commercial partnerships—to express my strong support for the confirmation of Jared Isaacman as Administrator of the National Aeronautics and Space Administration (NASA).

Mr. Isaacman brings a rare combination of entrepreneurial vigor, operational aerospace experience, and a personal record of spaceflight. His background as a private astronaut, pilot, business leader, and space-mission pioneer positions him uniquely to help NASA navigate the evolving landscape of commercial space, international competition, and human exploration. Multiple organizations in the space sector, such as the Commercial Space Federation, have similarly recognized his qualifications and urged a timely confirmation.

From our vantage at Advanced Space, this critical time in space exploration demands bold leadership at NASA. The United States is facing increasingly capable space competitors, and the commercial sector is moving at a pace that challenges traditional institutional models. Mr. Isaacman understands both sides of this coin—how government and commercial actors must collaborate, and how to execute ambitious missions with agility and accountability.

I believe his leadership would serve NASA and the Nation in several key ways:

1. *Bridging Government and Commercial Space.* Mr. Isaacman's experience in privately funded spaceflight missions gives him an acute understanding of the commercial sector's capabilities, risks, and innovation cycles. That insight is valuable for NASA as it implements public-private partnerships, optimizes procurement, and leverages the commercial space economy for national benefit.
2. *Business Leadership & Results Orientation.* His entrepreneurial track record—building high-growth enterprises, managing risk, and delivering results—augments NASA's need for leadership that can manage large, complex programs while fostering innovation, cost discipline, and performance accountability.
3. *Vision for Exploration and Inspiration.* Mr. Isaacman has spoken clearly about advancing not only lunar objectives but also Mars and beyond, and about ensuring NASA remains a global leader in science, technology, exploration, and workforce inspiration. That vision aligns well with America's long-term strategic interest in space.

At Advanced Space, our work frequently involves collaboration with NASA centers and we welcome leadership that is open to new modalities of partnership, mission

assurance, cost-conscious execution, and renewed urgency. In Mr. Isaacman, we believe there is the potential to advance all of these.

In closing, I respectfully urge the Committee to consider Mr. Isaacman's confirmation with priority and to forward his nomination favorably to the full Senate. America's next chapter in space exploration—human, robotic, and commercial—deserves leadership that matches the moment. I believe Mr. Isaacman is ready to lead.

Thank you for your careful consideration of this endorsement. I am available to provide any further context or comment the Committee may require.

Sincerely,

BRADLEY CHEETHAM,  
*Chief Executive Officer.*

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RELATIVITY SPACE  
*Long Beach, CA, November 20, 2025*

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

Relativity Space strongly supports the speedy confirmation of Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA). Relativity is developing Terran R, a medium-heavy reusable launch vehicle, which will launch from Cape Canaveral, FL next year. The company also undertakes ambitious research and development efforts focused on manufacturing and exploration applications tied to the Nation's most pressing requirements.

Mr. Isaacman is the right leader for the agency at this inflection point for global competition in space. He is clearly committed to an ambitious vision of American exploration leadership, enabled by a diverse and competitive launch ecosystem. He is well-qualified to quickly and realistically assess the challenges facing the agency and take swift action to build on Secretary Duffy's commendable work to accelerate America's return to the Moon and win the race to Mars.

As the primary commercial tenant at NASA Stennis Space Center, Relativity has partnered with NASA throughout the development of Terran R and will soon rely on NASA to enable the testing of hundreds of engines and dozens of integrated stages every year. Relativity is confident in Mr. Isaacman's support for Stennis, expanded commercial operations there, and maturing propulsion development and testing across the NASA enterprise.

Mr. Isaacman has already completed an extensive vetting process, won broad bipartisan support in the Senate, and continuously demonstrated his commitment to work with Congress and all stakeholders on NASA's path to modernization. It is critical that he be confirmed this year. Continued uncertainty may not only lead to lasting consequences for NASA's civil servants, launch providers, and industrial base—but undermine hard-won American global leadership at a time of Chinese ascendancy in orbit.

Relativity supports his confirmation without reservation and looks forward to continued partnership with NASA and this Committee.

Sincerely,

JOSHUA BROST,  
*Chief Revenue Officer,*  
Relativity Space, Inc.

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SPACE TANGO  
*Lexington KY, November 26, 2025*

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Space Tango, I am writing to convey our strong support for the swift confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

Space Tango is an Implementation Partner for the ISS National Laboratory and a supporting partner on NASA's AVATAR program with its maiden flight on Artemis II. Our mission is to build a robust commercial economy in low-Earth orbit and beyond, translating space-based research into meaningful terrestrial value across healthcare and medicine. NASA remains a vital partner in this mission, and effective execution of these efforts requires a confirmed Administrator with the vision and expertise to drive innovation and strengthen U.S. industry partnerships.

Mr. Isaacman's decades of experience as an entrepreneur, business leader, and space pioneer uniquely position him for this role. His April 2025 testimony underscored a clear understanding of the strategic competition with China and NASA's critical role in sustaining American innovation and economic growth. We especially value his commitment to ensuring NASA remains a force-multiplier for science, a philosophy that aligns closely with Space Tango's work to translate research into commercial value.

Mr. Isaacman's ingenuity, business acumen, and entrepreneurial spirit will strengthen NASA at a moment when the stakes for U.S. leadership could not be higher. On behalf of Space Tango, I respectfully urge the Committee to prioritize Mr. Isaacman's confirmation and provide NASA with the stable, dynamic leadership needed to advance the Nation's strategic and economic interests in space.

Thank you for your consideration.

Sincerely,

TWYMAN CLEMENTS,  
*President and Co-Founder,*  
Space Tango.

K2 SPACE  
*December 2, 2025*

Chairman TED CRUZ ,  
U.S. Senate Committee on Commerce,  
Science, and  
Transportation. Washington, DC

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of K2 Space, a new space company manufacturing high power satellites at scale, we write to convey our strong support for the swift confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA). NASA plays a central and enduring role in America's scientific progress and economic competitiveness. As global competition intensifies, America's ability to maintain leadership in space exploration, cislunar development, and space-based science and research has never been more important.

Mr. Isaacman's extensive experience as a business leader, entrepreneur, and space pioneer make him the right person to lead NASA into this new chapter. Many on our team have worked with Mr. Isaacman in the past and all have spoken about his unwavering commitment to the furthering of space exploration and science. A NASA Administrator who understands the value of public-private cooperation is essential to sustaining the agency's momentum over the past decade to leverage commercial space companies to accelerate innovation, reduce costs, and strengthen the U.S. industrial base.

K2 Space was founded as a commercial space company with the ultimate goal of using its new class of spacecraft to explore and develop the solar system. We stand ready and eager to work with Mr. Isaacman to ensure that NASA's missions continue to benefit from the agility and technological strength of the U.S. commercial sector.

Sincerely,

KARAN KUNJUR,  
*Co-Founder and CEO,*  
K2 Space.

NEEL KUNJUR,  
*Co-Founder and CTO,*  
K2 Space.



VOYAGER TECHNOLOGIES  
*Denver, CO, November 25, 2025*

Chairman TED CRUZ,  
 U.S. Senate Committee on Commerce,  
 Science, and Transportation,  
 Washington, DC.

Ranking Member MARIA CANTWELL,  
 U.S. Senate Committee on Commerce,  
 Science, and Transportation,  
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Voyager Technologies (VOYG NYSE), I am writing to send our wholehearted support for the swift confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

NASA plays an indispensable role in safeguarding America's leadership in space. At a moment when China is executing a long-term, centrally coordinated campaign to surpass the United States in low-Earth orbit (LEO), cislunar space, and deep space exploration, the need for Senate-confirmed leadership at NASA could not be more urgent. China's rapid advances—including its planned permanent presence on the lunar surface, partnerships with nations seeking alternatives to U.S.-led coalitions, and a concerted effort to dominate LEO as the ISS nears retirement—present a direct challenge to America's ability to shape norms, alliances, and the economic foundation of the space industrial base.

Stable, confirmed leadership at NASA is essential to ensuring the United States does not experience a gap in human presence in LEO, a gap in national laboratory capabilities, or a gap in U.S. industrial momentum—all cornerstones of our national leadership in space for decades. The Administrator will be required to make crucial decisions regarding commercial destination development, cargo and crew services, and the long-term framework that will define America's post-ISS strategy in LEO and cislunar space. These decisions carry profound implications not only for exploration, but for national security, diplomacy, scientific research, and the emerging commercial space economy.

Mr. Jared Isaacman is exceptionally qualified to guide NASA through this pivotal period. His experience as an entrepreneur and operator in complex, safety-critical environments, along with his achievements as a pioneering commercial astronaut, provides him with a rare combination of operational experience, technical insight, vision, and understanding of the importance of a robust commercial ecosystem. His testimony before the Committee in April 2025 demonstrated a clear understanding of the long-term strategic competition with China, and the strategic importance of accelerating U.S. progress in space commercialization. He also expressed strong support for Congress's oversight role and the statutory direction governing NASA's activities.

Mr. Isaacman's record of innovation, mission execution, and commitment to public-private partnership aligns precisely with the challenges facing NASA today—from ensuring uninterrupted American presence in LEO, to strengthening Artemis, to advancing the technologies needed for exploration beyond the Moon. His leadership would provide NASA with the stability, technical acumen, and decisive management approach required to position NASA for long-term success.

I respectfully urge the Committee to prioritize and expedite Mr. Isaacman's confirmation. The stakes for American leadership in space—scientific, economic, and strategic—could not be higher.

Sincerely,

DYLAN TAYLOR,  
*Chairman and CEO,*  
 Voyager Technologies.

VAYA SPACE  
*Cocoa, FL, December 1, 2025*

Chairman TED CRUZ,  
 U.S. Senate Committee on Commerce,  
 Science, and Transportation,  
 Washington, DC.

Ranking Member MARIA CANTWELL,  
 U.S. Senate Committee on Commerce,  
 Science, and Transportation,  
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Vaya Space, a space and defense company located in the Space Coast of Florida, I am writing to express our support for the confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

Vaya Space is focused on advancing hybrid propulsion, improving launch safety, and strengthening the small-launch ecosystem in the United States. NASA's leadership directly affects how emerging technologies mature, how new launch capabilities are integrated, and how the United States maintains competitiveness in an evolving global space environment. We believe Mr. Isaacman would provide steady, practical leadership that supports these goals.

Mr. Isaacman's background gives him a working understanding of the needs of payload customers and the realities faced by launch providers. His experience supporting commercial missions and investing in new technologies reflects an appreciation for the importance of expanding domestic launch capacity and encouraging a wider range of American launch solutions.

On behalf of the entire Vaya Space team, I respectfully request that you prioritize Mr. Isaacman's confirmation.

Sincerely,

KEVIN LOWDERMILK,  
Chief Executive Officer,  
Vaya Space.

PLAN Z CAPITAL  
November 28, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, D.C.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Re: Letter of Support for Jared Isaacman as NASA Administrator

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Plan Z Capital, I am writing to convey my strongest support for the confirmation of Mr. Jared Isaacman to serve as the next Administrator of the National Aeronautics and Space Administration.

My name is Tejpal Bhatia and I am the founder and CEO of Plan Z Capital, the economic operating system for space. I was most recently CEO of Axiom Space and prior to that a long time entrepreneur and tech executive.

I joined the space industry five years ago with a clear mission: to commercialize space. In that short time, I demonstrated how trust, consistency, and an unwavering belief in achieving the impossible drove billions of dollars of undeniable value, revenue, and capital into the global space economy. In my time at Axiom, I worked closely with NASA and the former administrator to expand access to space for everyone through the historic Axiom human spaceflight missions that put India, Italy, Poland, Sweden, Hungary, Türkiye, and Saudi Arabia in space, alongside commercial partners like Amazon, Dallara, Oakley, Nokia, Prada, and many others.

I mention this track record to highlight a critical reality: *outsiders drive outsized impact*.

As I transition to launching and building Plan Z Capital, I recognize that the space market is ripe for business model innovation across all sectors. However, the status quo—"Plan A"—is too linear, conventional, and predictable. It relies on accepting yesterday's approach. For NASA to maintain American leadership in an increasingly contested global domain, Plan A is no longer enough.

We need an asymmetric leap. We need leadership that has the audacity to find the win when there is no playbook. Mr. Isaacman represents the "Plan Z" mindset. He does not simply accept the first answer; he taps into collective exceptionalism to engineer the inevitable. His track record with Shift4 and the Polaris Program demonstrates that he understands what it takes to take civilization off-planet. He understands that with government support as the foundation, global investors need the financial and geo-political infrastructure to back endeavors that push the frontier.

The time for commercial space is now. The "now" is ours to build. Mr. Isaacman possesses the ingenuity, the commercial acumen, and the perspective required to ensure NASA does not just oversee the future, but actively defines it.

I urge the committee to confirm Jared Isaacman as NASA Administrator.

Sincerely,

TEJPAUL BHATIA,  
Founder and CEO,  
Plan Z Capital Inc.

SEAGATE SPACE CORPORATION  
November 30, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Members of the U.S. Senate Committee on Commerce, Science, and Transportation:

As the Chief Executive Officer of Seagate Space Corporation, a maritime venture developing offshore infrastructure for the space industry, I am writing to convey our company's support for the swift confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

The United States stands at a critical juncture in the global race for space innovation. As China accelerates its investments in advanced aerospace capabilities, our Nation must ensure that innovation keeps pace—not only through government programs but by empowering commercial solutions that can move faster and take calculated risks. NASA will remain the cornerstone of America's space ambitions, but its success increasingly depends on partnership with private entities who can complement government efforts with agility and boldness. I believe Jared Isaacman is an exemplar of this imperative that our Nation can rally around.

Mr. Isaacman's record as a bold entrepreneur and risk taker underscores why his nomination is timely for NASA. He has shown a willingness to push boundaries that show the best of collaboration between private industry and NASA, done with his own capital and directly participating in the missions. These qualities and firsthand experience are essential for maintaining U.S. leadership in an era where speed, adaptability, and innovation are decisive. I look forward to seeing the impact Mr. Isaacman can have when he is entrusted with the resources of NASA, a national jewel that has put the fingerprints of our Nation upon the heavens.

I respectfully request that you prioritize Mr. Isaacman's confirmation and express our full support for him as NASA's next administrator.

Sincerely,

MICHAEL ANDERSON,  
*Chief Executive Officer,*  
Seagate Space Corporation.

JOHNS HOPKINS  
APPLIED PHYSICS LABORATORY  
November 12, 2025

Ranking Member CHRIS VAN HOLLEN,  
Washington, DC.

Senator ANGELA ALSOBROOKS,  
Washington, DC.

Dear Ranking Member Van Hollen and Senator Alsobrooks:

I am writing to convey my full support for the confirmation of Mr. Jared Isaacman as Administrator of the National Aeronautics and Space Administration (NASA). NASA and Maryland will both benefit from Jared's leadership as NASA Administrator.

I've spent my 35-year career working across the U.S. space program as a NASA civil servant, an aerospace engineering faculty member in academia, and as the NASA Chief Technologist in 2010 and 2011. I also led multiple space science teams at the Jet Propulsion Laboratory before joining APL.

Our nation needs a strong NASA, and that requires decisive and innovative leadership. Jared Isaacman will bring these qualities to the Agency. He possesses deep experience across aeronautics and space, has worked with NASA to push humanity's boundaries outward, and understands that U.S. space leadership is of paramount importance to our Nation today. Jared has expressed to me his strong desire to improve and expedite NASA's space science enterprise, which the Nation and Maryland need now more than ever.

Jared cares deeply about the balanced, multi-mission nature of the Agency and its talented people. As you know, Jared bravely led two spaceflight missions himself and conducted the first-ever spacewalk by a private astronaut. From my conversations with Jared, I am confident he has what it takes to lead NASA during this im-

portant time, as the Nation looks to return to the Moon, go to Mars, and execute first-of-a-kind space science missions that are crucial to our society and engage the science and technology community across the state of Maryland.

I ask that you meet with Jared and support him in the upcoming confirmation process in the Senate. NASA is in need of decisive and stable leadership to achieve its ambitious goals. I know that Jared is the right person to lead the Agency at this time.

Sincerely,

ROBERT D. BRAUN,  
*Head, Space Exploration Sector.*

cc: Chairman Ted Cruz  
Ranking Member Maria Cantwell

REDWIRE SPACE  
*Jacksonville, Florida, December 1, 2025*

Hon. TED CRUZ,  
Chairman,  
Senate Commerce, Science, and  
Transportation Committee,  
United States Senate,  
Washington, DC.

Hon. MARIA CANTWELL,  
Ranking Member,  
Senate Commerce, Science, and  
Transportation Committee,  
United States Senate,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of all of us at Redwire Space with facilities across the United States including Indiana, Colorado, Massachusetts, and New Mexico, it is our pleasure to express strong support for the confirmation of Jared Isaacman as NASA Administrator.

Mr. Isaacman has a singular background with an unprecedented understanding of the private sector. For example, we're grateful that Mr. Isaacman has already noted the importance of space-based pharmaceutical and biotech development. At Redwire, via our BioFabrication Facility on the International Space Station (ISS), we printed the first ever human meniscus in space, and also printed live cardiovascular tissue, which was returned to Earth while still live. The ability to leverage the microgravity environment to print biologic tissues and eventually whole organs in space has tremendous potential. Additionally, we have flown 42 Pharmaceutical In-Space Laboratories (PIL-BOXes) on the ISS, which have demonstrated that larger and more uniform pharmaceutical seed crystals can be grown in the microgravity environment, which can then be used to create new drug formulations with better efficacy, longevity, and fewer side effects. The space and biotech fields are about to merge in a way that will transform both industries, and we believe Mr. Isaacman is ideally suited to support and accelerate this technological revolution.

As a commercial entrepreneur, Mr. Isaacman has an innate understanding of the private sector and the support companies will need to transform ideas into reality. NASA is at an inflection point with the introduction of commercial space stations, and Mr. Isaacman has substantial commercial and even human spaceflight experience that will allow him to guide the agency through this critical period. NASA must ensure that America remains the global leader in microgravity, research, development, and manufacturing and, again, we're confident that Mr. Isaacman's background is uniquely suited to ensure that America maintains a continuous crewed presence in Low Earth Orbit (LEO), avoids a gap in crewed operations, and always has more capabilities and astronauts in LEO than China or other adversary nations.

Moreover, America must beat China to the Moon and on the Moon. We believe that Mr. Isaacman can guarantee this occurs by leveraging the incredible work that was done to secure vital funding in the One Big Beautiful Bill Act. As an astronaut who enjoys the endorsement of numerous other astronauts, we're confident that Mr. Isaacman is personally dedicated to making certain that America and its international partners reach the Moon before China. Additionally, with the funding provided by the One Big Beautiful Bill Act, we also believe Mr. Isaacman will support the creation of critical infrastructure such as Gateway, to enable long-duration stays on the Moon while maintaining American credibility, relationships, and contributions from our important international partners here on Earth.

Finally, we believe Mr. Isaacman will bring a new and vital energy to NASA, looking at enhanced efficiencies such as centralizing human spaceflight at Johnson Space Center, creative public-private partnerships, and ensuring that NASA plays a pro-active role in addressing regulatory challenges such as export control, obsolete

planetary protection policies, and adopting a pro-growth mission authorization regime.

For all of these reasons, we respectfully request that you support the confirmation of Mr. Isaacman with alacrity. If I can provide additional information or answer questions, please feel free to reach out to me at any time. My e-mail address is *Michael.Gold@redwirespace.com* and my cell phone number is (202) 997-3230.

Thank you for your time and attention to this nomination.

Sincerely,

MICHAEL GOLD,  
*President, Civil and International Business,*  
Redwire Space.

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SMALLSAT ALLIANCE  
*December 1, 2025*

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

*Subject:* SmallSat Alliance—Letter of Support for Jared Isaacman

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of the SmallSat Alliance, representing more than 50 companies across America's rapidly growing commercial space sector. I write to express our strong support for the swift confirmation of Mr. Jared Isaacman as Administrator of NASA.

NASA is entering one of the most consequential periods in its history. China is executing a centralized, state-directed strategy to challenge U.S. leadership across human spaceflight, cislunar operations, science, and Earth observation. Beijing is seeking to proliferate its standards, secure coalitions contrary to American goals, and dominate the space technology leadership that will shape the next 50 years in space. In this environment, NASA requires confirmed leadership with the credibility to move fast, partner effectively, and leverage America's innovation economy and free-market industrial base.

Over the last 15 years, NASA has pioneered and perfected the public-private partnership model that has become the backbone of U.S. space success. Commercial Cargo and Crew, Commercial Lunar Payload Services, and the emerging commercial space station ecosystem have proven that competition, private capital, and commercially derived architectures deliver capability with greater speed, lower cost, and far greater resilience. These models have been so successful that the Department of Defense is now following them as it shifts away from legacy, monolithic systems.

NASA's Earth Science division has similarly led the Federal government in adopting hybrid space architectures by integrating commercial small satellites, hosted payloads, and commercial data services to improve revisit rates and global coverage. These hybrid approaches are enhancing national resilience and provide climate and environmental insights essential to policymakers, farmers, emergency managers, and scientists at a fraction of traditional program costs. We must continue to evolve and perfect these approaches as China races to deploy its own global remote sensing and environmental monitoring systems.

Mr. Isaacman is uniquely qualified to advance this strategy. As an entrepreneur, operator, and space pioneer, he has spent decades proving that competitive, commercial approaches can meet national needs better and faster than traditional models. His testimony before this Committee in April 2025 demonstrated a clear understanding of the long-term strategic competition with China and the need for NASA to continue leaning into the commercial partnerships it created and perfected. He recognizes that maintaining U.S. leadership will require broadening and making even more competitive the successful frameworks that have made America the global leader in launch, human spaceflight, and space-based services.'

For these reasons, and on behalf of the members of the SmallSat Alliance, I respectfully urge you to prioritize Mr. Isaacman's confirmation. The United States cannot afford further delay. NASA needs a leader who understands that America

wins in space by harnessing the speed, innovation, and competitive power of its commercial sector.

Thank you for your consideration.

Sincerely,

DR. ANGEL SMITH,  
*Executive Director,*  
SmallSat Alliance.

SEDARO  
*December 2, 2025*

Hon. TED CRUZ,  
Chair,  
Senate Commerce, Science, and  
Transportation Committee,  
United States Senate  
Washington, DC

Hon. MARIA CANTWELL,  
Ranking Member,  
Senate Commerce, Science, and  
Transportation Committee,  
United States Senate,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Sedaro, I am writing to express our strong support for the nomination of Mr. Jared Isaacman as the next Administrator of NASA. His operational experience, commercial leadership, and commitment to U.S. space innovation aligns directly with the transformational moment NASA now faces.

Sedaro's origins trace to NASA-supported research that helped catalyze our technical foundation. Yet as we scaled, structural and bureaucratic hurdles made it difficult for emerging, modern commercial solutions to transition from R&D into operational use. That experience gives us a clear perspective: NASA's talent and ingenuity are unmatched, but traditional acquisition processes often prevent the agency from fully benefiting from the speed, flexibility, and innovation now commonplace in the commercial sector.

Mr. Isaacman is precisely the kind of leader who can bridge that gap. His record across commercial spaceflight, high-performance aviation, and advanced mission architecture demonstrates technical fluency, disciplined execution, and a deep understanding of how commercial and government capabilities must work together to keep NASA at the forefront of global space leadership.

This leadership is especially critical in today's rapidly evolving and increasingly contested threat environment. U.S. competitors are accelerating development cycles and tightly integrating commercial-military space capabilities. NASA plays a foundational role in the broader U.S. space enterprise, with significant spillover into civil space, national security, and dual-use technologies. Few leaders understand this full landscape as clearly as Mr. Isaacman.

Mr. Isaacman has repeatedly championed the digital-first approaches necessary to transform how complex programs are conceived, tested, and delivered. Under his leadership, NASA can meaningfully accelerate this transformation, enabling the agency to:

- Adopt modern digital engineering as a core mission capability;
- Accelerate collaboration with innovative commercial partners;
- Strengthen the U.S. industrial base through dual-use, space-relevant technologies;
- And reestablish itself as the global standard for technical excellence and rapid program execution.

*NASA needs a leader with both pragmatic operational judgment and an aspirational vision for the future.* Mr. Isaacman brings the discipline of an operator, the urgency of an entrepreneur, and the imagination of an explorer. His nomination is an opportunity to modernize the agency, inspire the nation, and ensure U.S. advantage across civil and national security space domains.

Sedaro stands ready to support the agency's forthcoming modernization efforts and to deepen collaboration with NASA under his leadership. We strongly endorse his nomination.

Sincerely,

ROBBIE ROBERTSON,  
*CEO and Co-Founder,*  
Sedaro.

SPACE FOR HUMANITY  
December 2, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

Space for Humanity offers its support for Mr. Jared Isaacman as the next NASA Administrator.

The United States stands at a critical juncture in space exploration. Global competitors are accelerating their capabilities, commercial industry is advancing at an unprecedented rate, and NASA's role as a scientific, economic, and diplomatic engine has never been more important. This moment demands a leader with strategic vision, operational rigor, and a deep understanding of the rapidly evolving space ecosystem. In short, this moment requires Mr. Isaacman. He is uniquely positioned to provide the vision, leadership, and stability NASA needs at this pivotal moment in its history.

Mr. Isaacman's track record speaks for itself. As an entrepreneur, aviator, and pioneering commercial astronaut, he has demonstrated the rare combination of technical fluency, risk-aware leadership, and long-term vision the agency needs. He has not only participated in the modern commercial space revolution, he has helped launch it.

America's commitment to space exploration has fueled many of humanity's greatest scientific and technological achievements. For more than 60 years, NASA has pushed the boundaries of discovery, deepened our understanding of the universe, and reminded us of our shared place in the cosmos. A bold, science-driven NASA will not only lead the world in returning us to the Moon and venturing on to Mars, but will also galvanize billions of onlookers, expand humanity's collective perspective, and help chart our course to becoming a truly spacefaring species. The agency's future hinges on the ability to unite science, exploration, innovation, and national competitiveness under a coherent, forward-looking strategy. Mr. Isaacman understands that a strong commercial space sector strengthens NASA, and a strong NASA uplifts the entire ecosystem.

While organizations like ours do not endorse political nominees, we deeply recognize the importance of stable, visionary leadership at NASA. It is for these reasons that we respectfully urge this committee to advance Mr. Isaacman's nomination. He has earned the trust of those building America's space future, and we are confident he will bring principled, forward-looking leadership to NASA at a moment when it matters most.

At Space for Humanity, we have long championed a future in which space is accessible, inclusive, and transformative for all people. We believe space is a catalyst for positive change. We thank you and the Senate Committee on Commerce, Science, and Transportation for your consideration of this nomination, your ongoing legislative work, and for your continued dedication to America's leadership in space.

Respectfully,

RYAN KRISER,  
*Chairman, Board of Directors,*  
Space For Humanity.  
ANTONIO PERONACE,  
*Executive Director,*  
Space for Humanity.

THE SPACEPORT COMPANY  
November 30, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation.  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

NASA is in crisis. Lacking strategic direction, NASA's workforce, effectiveness, and international prestige are deteriorating. The United States desperately needs NASA to succeed to protect American national security. NASA plays an essential

role countering malign foreign interests on the global stage, incubating bleeding edge technologies, deepening allied relationships, and motivating American youth to pursue challenging technical careers. A great NASA means a safer and more prosperous world for all Americans, and a more inspirational future for all humankind.

Mr. Jared Isaacman is the right person to restore NASA's greatness. He is accomplished yet modest, a technologist and a successful entrepreneur. In short, he is a person with the expertise, intellect, and temperament to advance America's national interests, revitalize NASA's workforce, and help America lead humanity to new frontiers in space.

Mr. Isaacman's hearing before the committee in April 2025 demonstrated his understanding of the near and long-term competition with China, as well as his respect for Congress's oversight responsibilities and the laws directing NASA's activities. Furthermore, Mr. Isaacman has shown his commitment to all parts of NASA—space science, space technology, aeronautics, and human exploration. Mr. Isaacman brings ingenuity, business acumen, technical know-how, and a deep passion to this role, which will position NASA to overcome its near-term challenges, and thrive over the long-term.

Therefore, I respectfully request you prioritize Mr. Isaacman's confirmation, given the criticality of NASA's many ongoing missions to American national security.

Sincerely,

MR. THOMAS MAROTTA,  
CEO,  
The Spaceport Company.

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U.S. TRAVEL ASSOCIATION  
Washington, DC, December 2, 2025

Hon. TED CRUZ,  
Chairman,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Hon. MARIA CANTWELL,  
Ranking Member,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

As the leading voice of the travel industry, the U.S. Travel Association strongly supports the nomination of Steven Haines to serve as Assistant Secretary of Commerce for Industry and Analysis, and we urge his swift confirmation.

The Department of Commerce plays a significant role in stimulating economic growth and prosperity in the United States, enhancing the international competitiveness of American industries, and promoting U.S. exports. Over the next decade, the United States will host an unprecedented number of global events, including America's 250th anniversary, the 2026 FIFA World Cup, the 2028 Summer Olympic and Paralympic Games in Los Angeles, and the 2034 Winter Olympic and Paralympic Games in Salt Lake City. These landmark events present extraordinary economic opportunities for communities across the country and will place the United States at the center of global attention.

Travel is one of America's largest exports, and international visitors to the United States generate substantial revenue for our economy, contributing \$181 billion in U.S. exports in 2024. At the same time, we are projected to reach a \$60 billion travel trade deficit by the end of this year, underscoring the urgent need for strong, coordinated Federal leadership to grow inbound travel and maximize our share of the global travel market. In this context, the role of the Assistant Secretary of Commerce for Industry and Analysis is more important than ever. Through leadership of the National Travel and Tourism Office and coordination with federal, state, and local partners, the Assistant Secretary plays a critical role in developing and implementing strategies to expand travel exports, strengthen America's economic competitiveness, and ensure we fully capitalize on the opportunities presented by this upcoming decade of major global events.

Mr. Haines brings a deep understanding of economic and international policy, legislative affairs, and the interagency process, and he is exceptionally well positioned to lead these efforts at a pivotal moment for the Nation. His experience will be invaluable in advancing a strategic approach to boost travel exports and support American jobs and communities nationwide.

It is crucial that we are prepared to maximize the opportunities of the major events that lie ahead. We look forward to working closely with Mr. Haines upon his



confirmation, and we urge the Committee to report his nomination favorably to the full Senate as soon as possible. Thank you for your attention to this matter.

Sincerely,

GEOFF FREEMAN,  
President and CEO,  
U.S. Travel Association.

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STOKE SPACE  
November 24, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Stoke Space, a Washington-based startup building the next-generation of fully reusable launch vehicles, I am writing to express strong support for Mr. Jared Isaacman's nomination as the National Aeronautics and Space Administration (NASA) Administrator.

As I noted during the Economist Space Summit on November 5, it is important for our national space program to have a clear direction and concrete future. Mr. Isaacman's distinguished record as an entrepreneur, business leader and commercial space pioneer renders him uniquely qualified for this critical role. He has demonstrated vision, discipline, and a proven ability to build and guide successful, high-performing organizations. His direct experience commanding the Inspiration4 and Polaris Dawn missions, coupled with his commitment to innovation, reflects both the spirit and the practical expertise necessary to guide NASA into its next era.

NASA's mission is vital to maintaining America's leadership in space exploration, scientific discovery, and technological advancement. Evolving this mission, as competition with peer and near-peer adversaries in space intensifies, will require tenacity, creativity and increasingly close collaboration with America's vibrant and growing commercial space ecosystem. Ultimately, it is the dynamism of our private sector coupled with NASA's proud tradition of pushing the boundaries of what is possible that will preserve and strengthen America's competitive edge in space. Mr. Isaacman's first-hand knowledge of our domestic commercial space sector and his commitment to advancing the cause of American primacy in space will ensure that our national space program has a clear direction and a concrete future.

We look forward to working closely with both Mr. Isaacman and our stakeholders on the Commerce Committee in the coming years to preserve and enhance American leadership in space. I respectfully encourage you and your colleagues to support Mr. Isaacman's confirmation as NASA Administrator.

Thank you for your consideration.

Sincerely,

ANDY LAPSA,  
CEO,  
Stoke Space.

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STARLAB SPACE  
November 26, 2025

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Starlab Space, I am writing to express our strong support for the swift confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

NASA's leadership is foundational to sustaining America's preeminence in human space exploration. Today, China is executing a long-term strategy to expand its influence in space—establishing permanent operations in low-Earth orbit (LEO) as quickly as possible, pursuing sustained activity on the lunar surface, and deepening commercial and governmental partnerships with nations seeking alternatives to

U.S.-led coalitions. As China accelerates these efforts and increasingly seeks to shape international norms and alignment, it is essential that the United States maintain a continuous human presence in LEO, advance the Artemis campaign, and ensure a seamless transition from the International Space Station (ISS) to commercial destinations. These are strategic imperatives that will determine whether the United States or China sets the standards for the next era of human spaceflight.

Starlab Space is proud to partner with NASA during this pivotal moment in history. We are constructing a next-generation commercial space station, built here in the U.S., supporting microgravity research, human spaceflight operations, and long-duration missions critical for the scientific community, commercial users, and international partners, as well as our national security. Delivering this capability on the timeline required to avoid a gap in permanent LEO presence is essential to ensuring the United States does not relinquish leadership to China. Doing so also demands clear, stable, Senate-confirmed leadership at NASA; leadership capable of guiding the agency's decisions on commercial destination development, LEO crew and cargo services, and the policy and programmatic frameworks that will define America's post-ISS future.

Mr. Isaacman understands what is at stake for the nations and brings a uniquely relevant combination of operational experience, technical proficiency, and firsthand understanding of human spaceflight. His accomplishments as an entrepreneur, mission commander, and commercial astronaut give him a rare perspective on the realities of crewed space operations and the role that innovative public-private partnerships must play in advancing national objectives. His engagement with policymakers and the broader space community reflects a clear grasp of the strategic competition unfolding in space and the urgent need to strengthen U.S. leadership across LEO and beyond.

On behalf of Starlab Space and our employees, I respectfully urge the Committee to advance Mr. Isaacman's confirmation without delay. His leadership will provide NASA with the strategic focus, operational credibility, and forward-leaning vision necessary to fortify America's position in LEO, advance human spaceflight, and ensure that the United States remains the world's leader in exploration for decades to come.

Sincerely,

MARSHALL SMITH,  
*Chief Executive Officer,*  
Starlab Space.

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SELENE SPACE CORPORATION  
*November 26, 2025*

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science and Transportation.  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Selene Space Corporation, I am writing to express my strong support for the nomination of Mr. Jared Isaacman to serve as the next Administrator of the National Aeronautics and Space Administration.

Selene is a new American orbital infrastructure company focused on ensuring that the United States maintains leadership in low Earth orbit (LEO) and on the Moon. We are building the next generation of large commercial space stations designed to replace and augment the volume and capabilities of the International Space Station and to anchor American industrial, commercial, and international activity in space. Expandable habitat technology is the foundation of our platforms and provides a superior solution for commercial activity in LEO, long-duration exploration missions as well as sustainable human habitation on the lunar surface.

The United States cannot afford gaps in orbital infrastructure, as these gaps have direct implications for national security, economic prosperity, and global leadership. Robust commercial stations and a sustained lunar presence are essential elements of a stable space architecture that protects American interests and ensures our competitors cannot define the rules of the domain. This is a pivotal national transition, and it requires a NASA Administrator with operational experience, strategic vision, and the ability to unite government, industry, and global partners.

I want to express my immense appreciation to Chairman Cruz for his consistent leadership in highlighting the importance of the Moon to America's long-term stra-

tegic and economic position in space, and for his ongoing support of a strong and stable NASA budget. His recognition and appreciation that lunar activity will shape the next several decades of global positioning is both timely and essential.

Mr. Isaacman brings a rare combination of qualifications. He has commanded multiple orbital missions giving him firsthand understanding of human spaceflight operations, mission preparation, and the engineering and safety discipline required for NASA's work. He also has more than two decades of experience building and leading high-performance companies in aviation and technology, demonstrating the ability to manage complex programs, develop technical workforces, and deliver ambitious long-term goals. In fact, I think he may be the most uniquely qualified candidate to ever lead NASA.

He understands the strategic environment facing the United States. LEO is becoming the industrial foundation of the space economy, and without a capable successor to the ISS, America risks losing its central role in that ecosystem. Competitive pressure is already evident as China expands the Tiangong space station and offers anticompetitive alternatives to international partners, creating an increasingly difficult environment for U.S. commercial station providers to withstand. The Moon is rapidly emerging as the front line for geopolitical influence, and we risk surrendering the next great economic frontier, a domain rich with critical materials, energy potential, and infrastructure advantages that could define twenty-first-century supply chains. Other nations are moving quickly, forming coalitions, and investing in infrastructure that will shape their global posture for decades.

NASA needs an Administrator who understands that this moment is defined by robust infrastructure, strategic advantage, and the urgency of timely execution. Mr. Isaacman has the operational grounding, leadership experience, and long-horizon perspective required to guide the agency through this transition. His background aligns with the needs of NASA as it prepares for robust commercial LEO infrastructure and a sustained American presence on the lunar surface.

For these reasons, I respectfully urge the Committee to advance his nomination. His leadership will strengthen the Nation's position in low Earth orbit, support meaningful cislunar and lunar activity, and ensure that the United States remains the partner of choice for industry and international collaboration.

Thank you for your consideration.

Warmly,

BLAIR BIGELOW MAY,  
*Founder and CEO,*  
Selene Space Corporation.

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CAFFEINATED CAPITAL MANAGEMENT, LLC  
*Aspen, CO, December 3, 2025*

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Caffeinated Capital Management, LLC (Caffeinated Capital), a venture capital firm supporting technology leaders delivering critical space capabilities to the United States, I am writing to convey my support for the confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

Caffeinated Capital has significant investments in enterprises advancing the technological primacy of the United States in the space domain. Our portfolio includes Varda Space, which is delivering critical cost-efficient in-space manufacturing and hypersonic reentry capabilities to the United States; Antares Nuclear, which is developing small modular nuclear reactors addressing terrestrial and space-based strategic energy needs; and Amca, Hadrian, and Senra Systems, which are delivering critical domestic manufacturing capabilities in service of our world-leading aerospace and defense industrial base.

Mr. Isaacman's commitment to American astronauts and their future endeavors in space, deep respect for the technologies and world-class industries essential to our leadership in the space domain, and focus on sustainable paths forward for NASA have prepared him to steward the agency as it continually asserts American leadership in space technology and science.

NASA sits at a critical moment in its history. I believe that Mr. Isaacman's dedication to American spacefaring and bold vision for the future of the agency warrants his swift confirmation as the fifteenth Administrator of NASA. Thank you for taking the time to consider our input.

RAYMOND TONSING,  
*Member,*  
 Caffeinated Capital Management, LLC.

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TYPE ONE VENTURES  
*Malibu, CA, December 1, 2025*

Chairman TED CRUZ,  
 U.S. Senate Committee on Commerce,  
 Science, and Transportation,  
 Washington, DC.

Ranking Member MARIA CANTWELL,  
 U.S. Senate Committee on Commerce,  
 Science, and Transportation,  
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

I am writing to express my strong support for Mr. Jared Isaacman as the next Administrator of the National Aeronautics and Space Administration (NASA). As a Partner at Type One Ventures, a venture capital firm dedicated to advancing the U.S. space economy, I have the privilege of working closely with founders and companies that are expanding American leadership in space, creating high-quality jobs across the country, and driving substantial economic growth. Most recently, I aligned with Mr. Isaacman for my Breakthrough Summit featuring 80 New Frontier leaders.

At Type One Ventures, we back frontier-technology and space companies that are directly furthering U.S. competitiveness. Our portfolio includes organizations building next-generation launch systems, in-space logistics, defense-critical capabilities, and enabling technologies essential for the emerging commercial space infrastructure. These companies operate at the intersection of innovation and national strategy, and the success of their missions depends on stable, forward-thinking leadership at NASA.

Throughout my work in this sector, it has become clear that Jared Isaacman embodies the experience, vision, and operational discipline required to guide NASA at this pivotal moment. His record as a mission commander, entrepreneur, and private-sector leader demonstrates a level of commitment and technical fluency suited to the agency's current challenges. Mr. Isaacman not only understands the dynamics of the commercial space ecosystem, but he has also helped shape it. His leadership has inspired a generation of engineers, builders, and investors who are directly contributing to America's economic and strategic strength.

NASA now stands at the center of a rapidly evolving global space landscape. With China and other competitors accelerating their capabilities, the United States must ensure that its civil space program is led by an administrator who can integrate innovation, safety, economic growth, and long-term national interest. Mr. Isaacman's experience pioneering private human spaceflight, supporting key national innovations, and fostering partnerships across commercial and defense sectors positions him exceptionally well to steward NASA's next era.

For these reasons, I respectfully urge the Committee to move forward with Mr. Isaacman's confirmation. He has earned the confidence of entrepreneurs, investors, engineers, and mission leaders across the space economy, and he has my strongest support.

Thank you for your consideration and for your continued leadership on matters vital to America's future in space.

Respectfully,

RYAN KRISER,  
*Partner,*  
 Type One Ventures.

PLANET LABS PBC  
November 17, 2025

Hon. TED CRUZ,  
Chairman,  
Committee on Commerce, Science, and  
Transportation,  
U.S. Senate,  
Washington, DC.

Hon. MARIA CANTWELL,  
Ranking Member,  
Committee on Commerce, Science, and  
Transportation,  
U.S. Senate,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

We write to express our strong support for the nomination of Jared Isaacman to serve as the next Administrator of the National Aeronautics and Space Administration (NASA) and urge you to advance his nomination swiftly. Mr. Isaacman is a visionary entrepreneur who demonstrates the leadership and passion that would enable him to lead NASA into the future as we push to expand our understanding of the Earth and explore our solar system.

If confirmed as Administrator, Mr. Isaacman will drive innovation in NASA's collaborations across the space ecosystem. We are confident he will leverage technology and reimagine space exploration by capitalizing on the many advancements of our Nation's commercial space sector. His commitment to commercial space will redefine NASA's partnerships, advance national space priorities, and get more missions into space faster with greater cost efficiency, strengthening U.S. leadership.

Further, Mr. Isaacman's deep appreciation of science will advance NASA's role in maintaining U.S. leadership with international partners in cutting edge scientific discoveries over China. He understands we need to create opportunities for the U.S. to remain at the forefront of human space exploration while simultaneously expanding humanity's knowledge through scientific discovery. Importantly, Mr. Isaacman values the role of scientific discovery to improve our understanding and management of natural disasters like wildfires and flooding, border security, land and water management, agriculture, national security, and countless commercial sectors. He also appreciates the capabilities of the commercial space industry to complement and supplement NASA and other international data sets to advance these applications and improve decision making in our communities.

We also appreciate Mr. Isaacman's interest in engaging with the private sector, academia, and the scientific community to develop new ideas to sustain scientific observations, accelerate getting new scientific instruments on orbit, and push the boundaries of scientific discovery by leveraging the best of NASA, industry, and academia. Planet has pioneered innovative public private partnerships by engaging with NASA JPL, central to the Carbon Mapper coalition and the development of the Tanager spacecraft. This is a collaboration that can serve as a template for other NASA-commercial collaborations that can drive innovation, develop more science missions faster, and deliver cost savings across government.

Jared Isaacman's experience as an astronaut, his understanding of commercial space capabilities, and his executive experience will help him lead NASA through the next phase of exploration, scientific discovery, and innovation. We wholeheartedly support his nomination and strongly believe he should be confirmed quickly so NASA can have Senate-confirmed leadership as soon as possible. This will enable our shared goals to advance our Nation's space priorities and continue NASA's long history of scientific exploration and discovery. Thank you for your consideration.

Sincerely,

WILL MARSHALL,  
*Co-Founder and Chief Executive Officer,*  
Planet Labs PBC.  
Robbie Schingler,  
*Co-Founder and Chief Strategy Officer,*  
Planet Labs PBC.

NAVAL AVIATION MUSEUM FOUNDATION  
*Pensacola, FL, March 25, 2025*

Hon. TED CRUZ,  
 Chair, Senate Commerce, Science, and  
 Transportation Committee,  
 United States Senate,  
 Washington, DC.

Hon. MARIA CANTWELL,  
 Ranking Member, Senate Commerce,  
 Science, and Transportation  
 Committee,  
 United States Senate,  
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

I am writing to express my support for President Trump's nomination of Mr. Jared Isaacman to be NASA Administrator. As a space explorer, entrepreneur, acclaimed aviator and strong advocate for STEM Education, he is a leader of the highest character and an exceptional selection for NASA Administrator. As a 35-year Navy veteran and current President & CEO of the Naval Aviation Museum Foundation, my support for his confirmation as the next Administrator of NASA is unequivocal.

Mr. Isaacman has been a peerless supporter of the National Naval Aviation Museum's mission through his philanthropy. His support was critical to our continuity of operations during our closure during the COVID pandemic. Over the past decade, he has not only impacted our quality of exhibits but have also had an immeasurable impact on our National Flight Academy the country's premier aviation themed STEM academy. His personal impact on hundreds of thousands of visitors to our museum and STEM programs has been foundational to our mission encouraging visitors to Dream Inspire and Remember.

Mr. Isaacman's involvement and insight from his experiences in aviation both in high performance aircraft to pioneering the boundaries of civilian space exploration have been essential as we develop programs to continue to inspire and engage both the next generation of aerospace enthusiasts and future STEM workforce for decades to come.

I enthusiastically encourage you and your Senate colleagues to act expeditiously to confirm Mr. Isaacman. Thank you for your consideration and support.

Sincerely,

KYLE J. COZAD,  
*RADM USN (Ret),  
 President and CEO,*

Naval Aviation Museum Foundation.

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NATIONAL COAST GUARD MUSEUM ASSOCIATION  
*New London, CT, November 13, 2025*

Hon. TED CRUZ,  
 Chair, Senate Commerce, Science, and  
 Transportation Committee,  
 United States Senate,  
 Washington, DC.

Hon. MARIA CANTWELL,  
 Ranking Member, Senate Commerce,  
 Science, and Transportation  
 Committee,  
 United States Senate,  
 Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

It is my distinct honor to express my support for the nomination of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA). Over the course of my career in the United States Coast Guard and now as President of the National Coast Guard Museum Association, I have had the privilege of working with exceptional leaders across government, industry, and philanthropy. Mr. Isaacman stands among those rare individuals whose entrepreneurial drive, technical acumen, and spirit of service have combined to yield visionary achievements in aviation, business, and education. These very qualities would serve our Nation and its space program with distinction.

My awareness of Mr. Isaacman's leadership and values developed through his philanthropic support of the National Coast Guard Museum. Mr. Isaacman's deep commitment to National service and STEM education is both authentic and inspiring. His transformational gifts of \$10 million in 2022 and \$15 million in 2025 to the U.S. Space & Rocket Center's Space Camp have expanded access to advanced aerospace training for America's youth-ensuring that the next generation of engineers, scientists, and explorers is prepared to lead. His generosity also extends to institutions that honor those who serve, including his significant contribution to the

National Coast Guard Museum, reflecting a profound respect for the Armed Services and the ideals they uphold. These actions reveal a patriotism rooted not in rhetoric, but in tangible, enduring impact.

In the process of codifying Mr. Isaacman's gift to the Museum, I had the privilege of working closely with members of his philanthropy team. I have long believed that a leader's character is best reflected in the people they empower. Each member of Mr. Isaacman's team demonstrated professionalism, humility, and excellence-qualities that stem from his example and leadership.

For these reasons, I offer my strong and enthusiastic endorsement of Mr. Jared Isaacman's nomination as Administrator of NASA and respectfully commend him for your most favorable consideration.

Respectfully,

CAPTAIN WES PULVER, USCG (RET.),  
President,  
National Coast Guard Museum Association.

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MAX SPACE  
*Exploration Park, FL, November 21, 2025*

Hon. Senator TED CRUZ, (R-Texas),  
Chair, Committee on Commerce, Science,  
and Transportation,  
United States Senate,  
Washington, DC.

Hon. Senator MARIA CANTWELL, (D-  
Washington),  
Ranking Member, Committee on  
Commerce, Science, and  
Transportation,  
United States Senate,  
Washington, DC.

Re: Strong Support for the Nomination of Mr. Jared Isaacman to be Administrator of NASA

Dear Chair Cruz, Ranking Member Cantwell and Members of the Committee:

On behalf of Max Space and our team of engineers, investors, entrepreneurs, and former astronauts dedicated to building the next generation of American space stations and habitats, I write to express our strong and unequivocal support for the nomination of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration.

Mr. Isaacman is uniquely positioned to lead NASA at a moment when America's ambitions in low Earth orbit (LEO), on the Moon, and eventually Mars depend on a deep, practical partnership between government and an increasingly capable commercial space sector. As founder and CEO of Shift4, an accomplished aviator, and mission commander of both Inspiration4, the world's first all-civilian orbital mission, and Polaris Dawn, which achieved the first commercial spacewalk and highest altitude by a crewed mission since the Apollo program, he has personally demonstrated the courage, discipline, technical understanding and the immense challenges that human spaceflight and maintaining a permanent presence in space demands.

Equally important, Mr. Isaacman has shown that space can serve the public interest, not only through exploration and technology, but also through his philanthropy and inspiration. Inspiration4 alone helped raise hundreds of millions of dollars for St. Jude Children's Research Hospital while proving that private citizens can safely and responsibly participate in orbital missions. That concrete demonstration—that spaceflight can be both commercially innovative and socially beneficial—is precisely the mindset I believe NASA needs to maintain American leadership in a rapidly evolving space economy.

Our company, Max Space was founded and exists because the United States chose to lean partnership between commercial sector and Governmental priorities and were looking to embrace and support truly innovate, disruptive and cutting-edge U.S. technologies to maintain our countries leadership in space and space exploration. We are a proud American company, which has flown our expandable habitats and space real estate multiple times and are committed to accelerating this in the interest of the United States.

Our American engineered and manufactured modules are large-volume, expandable habitats designed to provide significantly lower-cost, exceptionally robust, and scalable real estate in space which are ready to support the ISS decommissioning and replacement options serving U.S. LEO presence—at a fraction of the cost of other legacy module designs, and ultimately providing permanent, low cost, light weight, superstrong habitats serving the U.S. interests for the lunar surface, and Mars. Our work builds directly on NASA's own pioneering legacy in "soft-goods"

habitats and expandable structures. We intend for our first 350-cubic-meter station module to support both U.S. government and commercial users in LEO while providing a clear pathway for the architectural bridge to Moon and Mars missions.

In our view, Mr. Isaacman deeply understands three essential truths about the moment we are in:

1. America must not cede leadership in LEO as the ISS era winds down. The next generation of commercial stations and habitats—developed under programs such as Commercial Leo Destination (CLD)—will determine whether American astronauts, industry, and allies continue to lead in microgravity research, (advanced) manufacturing and critical and emerging technologies, national security applications, and maintain the capability for a continuous human presence to advance human space exploration, scientific discoveries, international cooperation and United States economic competitiveness and commercial participation in low-Earth orbit through and beyond the useful life of the International Space Station.
2. Enduring presence on the Moon and Mars will only be affordable and sustainable if we embrace disruptive, lower-cost architectures—including expandable habitats, modular systems, and new logistics models—rather than relying solely on one-off approaches.
3. The full strength of the United States lies in its innovative private sector, from emerging companies like ours to larger, established primes, all operating under a clear national strategy and consistent policy direction from NASA and the Administration.

For companies like Max Space, the stakes of this nomination are tangible. The policy environment that Administrator Isaacman shapes will determine whether new American station providers and moon and Mars habitat developers can flourish—creating high-value jobs at home, strengthening supply chains, and ensuring that the volume, safety, and affordability of our habitats give the United States and its partners decisive and unparalleled advantages over strategic competitors and rogue nations.

We believe Mr. Isaacman is uniquely equipped to:

- Champion a vibrant ecosystem of commercial space stations and habitats in LEO as ISS operations wind down—ensuring there is no “gap” in U.S. presence and that NASA technology and astronauts continue to fly from American soil to American-led platforms.
- Push for architectures that are both ambitious and fiscally responsible, leveraging industry innovations—such as expandable, high-volume, low-mass habitats—to significantly multiply NASA’s capabilities per dollar invested.
- Strengthen public-private partnerships that preserve NASA’s role as the world’s leading civil space agency while giving American companies the room to invent, compete, and deliver.
- Align LEO, lunar, and Mars strategies into a coherent campaign, where commercial stations and habitats in LEO serve as the training ground, test bed, and proving environment for future lunar and Martian outposts.

From our vantage point, Mr. Isaacman has already demonstrated, through action rather than rhetoric, that he understands how to set clear objectives, accept and manage risk, execute complex missions, and communicate a compelling vision to the public. These are exactly the qualities that will be required to:

- complete Artemis successfully,
- transition from ISS to commercial stations smoothly, and
- lay the foundations for a genuine, long-term human presence beyond Earth to the Moon and Mars.

If confirmed, we respectfully encourage the Committee and Mr. Isaacman to work together to ensure that NASA’s policies:

- Continue to open doors for innovative American entrants in habitats, logistics, and in-space manufacturing;
- Prioritize competition, performance, and cost effectiveness in program design and contracting; and
- Embrace architectures that make persistent habitation in LEO, on the Moon, and ultimately Mars both technically achievable and economically sustainable.

Max Space is committed to playing its part in that vision—designing and delivering safe, scalable, expandable real estate in space that amplifies NASA’s capabili-



ties and keeps the United States decades ahead of its competitors. Mr. Isaacman's nomination gives us confidence that NASA will remain a bold partner to companies like ours, willing to harness disruptive American innovation in service of exploration, security, and prosperity.

For all these reasons, I strongly urge the Committee to support Mr. Jared Isaacman's confirmation as Administrator of NASA. We look forward to working with him, with NASA, and with this Committee to ensure that the next era of human spaceflight—across LEO, the Moon, and Mars—is led by the United States, powered by American innovation, and open to the next generation of explorers and entrepreneurs.

Thank you for your consideration.

Respectfully submitted,

SALEEM MIYAN,  
*Co-founder and CEO,*  
Max Space Inc.

cc. Mr. Jared Isaacman  
U.S. Transportation Secretary, Sean P. Duffy  
NASA Associate Administrator, Amit Kshatriya

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NATIONAL BUSINESS AVIATION ASSOCIATION  
*November 21, 2025*

Hon. TED CRUZ,  
Chairman,  
Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Hon. MARIA CANTWELL,  
Ranking Member,  
Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

I write on behalf of the National Business Aviation Association's (NBAA) 11,000 members to support the confirmation of Mr. Jared Isaacman as Administrator of National Aeronautics and Space Administration (NASA).

Mr. Isaacman possesses an exceptional blend of operational expertise, strategic vision, and mission-driven leadership that makes him uniquely suited to serve as NASA Administrator. A proven entrepreneur with deep business acumen, Mr. Isaacman has built and led successful companies in both the financial and aerospace sectors, demonstrating the ability to guide complex organizations through innovation and growth. At the same time, he is one of the very few civilian astronauts with hands-on experience commanding two space missions, including the first all-civilian orbital flight, an achievement that highlights his technical competence, decisiveness, and commitment to expanding human spaceflight.

Beyond his professional accomplishments, Mr. Isaacman is widely recognized for his philanthropic leadership. Through his high-profile missions and personal initiatives, he has raised hundreds of millions of dollars for charitable causes, earning broad recognition across the aviation and aerospace community. In 2023, NBAA honored him with its highest recognition, the Meritorious Service to Aviation Award, for his contributions to aviation and his extraordinary humanitarian impact.

Mr. Isaacman's rare combination of aviation experience, spaceflight expertise, and technological understanding is precisely what NASA needs as it advances next-generation aerospace capabilities. His background aligns directly with the agency's work to strengthen safety partnerships with the FAA, advance UAS traffic management, accelerate autonomous flight research, and enable the safe integration of advanced air mobility, including electric air taxis and emerging drone operations. His leadership will be instrumental in sustaining America's aerospace leadership and guiding NASA's efforts to explore, innovate, and inspire.

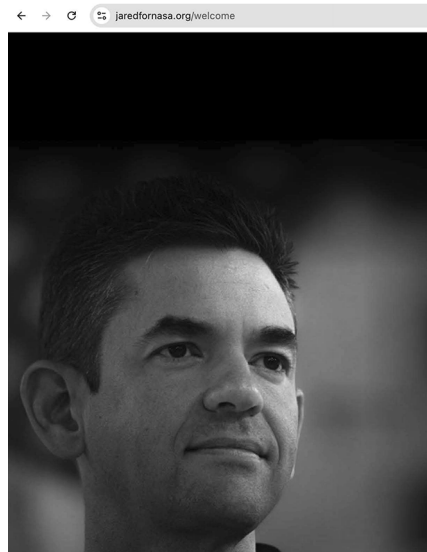
Founded in 1947 and based in Washington, DC, NBAA is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. The association provides more than 100 products and services to the business aviation community, including cutting-edge innovations in aerospace technologies.

As NASA prepares for the next phase of innovation and space exploration, Mr. Isaacman stands ready to take the helm. We urge the Senate Committee on Com-

merce, Science and Transportation and the U.S. Senate to confirm Mr. Isaacman's nomination as soon as possible.

Sincerely,

ED BOLEN,  
*President and CEO,*  
National Business Aviation Association.



#### STATEMENT ON THE RE-NOMINATION OF JARED ISAACMAN FOR NASA ADMINISTRATOR

##### PRESS STATEMENT

November 12, 2025

##### CONTACT

Danielle Gunn

*Pasadena, CA. (November 12, 2025)*—Members of the Save NASA Science coalition, led by The Planetary Society, released the following statement in response to the President's re-nomination of Jared Isaacman for NASA administrator:

Members of the Save NASA Science campaign—representing a diverse coalition of academic, commercial, nonprofit, and professional space science organizations—extend sincere congratulations to Jared Isaacman on his nomination to be NASA Administrator. Mr. Isaacman is an outspoken proponent for space exploration and the role of NASA in driving the space research enterprise, and has publicly stated his interest in accelerating the pace of science missions.

We continue to express grave concern for the cuts proposed by the Office of Management & Budget in the FY 2026 budget request for NASA. Thousands of space advocates have rallied nationwide over the past year in support of a balanced program for space science, and Congress has, in a bipartisan manner, largely rejected the proposed cuts as destructive to the nation's long-term interests.

Building on the momentum of the historic Save NASA Science day of action just one month ago, we reiterate the need to maintain steady funding to develop and operate flight projects that answer critical scientific questions, address the workforce crisis through improved communication and institutional support, and ensure future discoveries are made possible by investing in scientific research and STEM education.

As we look to the future of NASA in FY 2026 and beyond, we stand ready to work with the NASA Administrator and their leadership team to accelerate sci-

entific discovery, protect American leadership in fundamental research, and inspire the next generation of doers.

In addition to The Planetary Society, the organizations co-signing this statement are:

- Black in Astro
- Explore Mars, Inc.
- IFPTE
- Maryland Aerospace Alliance
- The Mars Society
- National Space Society
- Stand Up For Science
- TexSpace Collective

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#### ABOUT THE PLANETARY SOCIETY

With a global community of more than 2 million space enthusiasts, The Planetary Society is the world's largest and most influential space advocacy organization. Founded in 1980 by Carl Sagan, Bruce Murray, and Louis Friedman and today led by CEO Bill Nye, we empower the public to take a meaningful role in advancing space exploration through advocacy, education outreach, scientific innovation, and global collaboration. Together with our members and supporters, we're on a mission to explore worlds, find life off Earth, and protect our planet from dangerous asteroids. To learn more, visit [www.planetary.org](http://www.planetary.org).

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COMMERCIAL SPACE FEDERATION  
*Washington DC, November 12, 2025*

Chairman TED CRUZ,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate Committee on Commerce,  
Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of the Commercial Space Federation (CSF), the leading trade association representing the U.S. commercial space industry, I am writing to convey CSF's support for the swift confirmation of Mr. Jared Isaacman to serve as Administrator of the National Aeronautics and Space Administration (NASA).

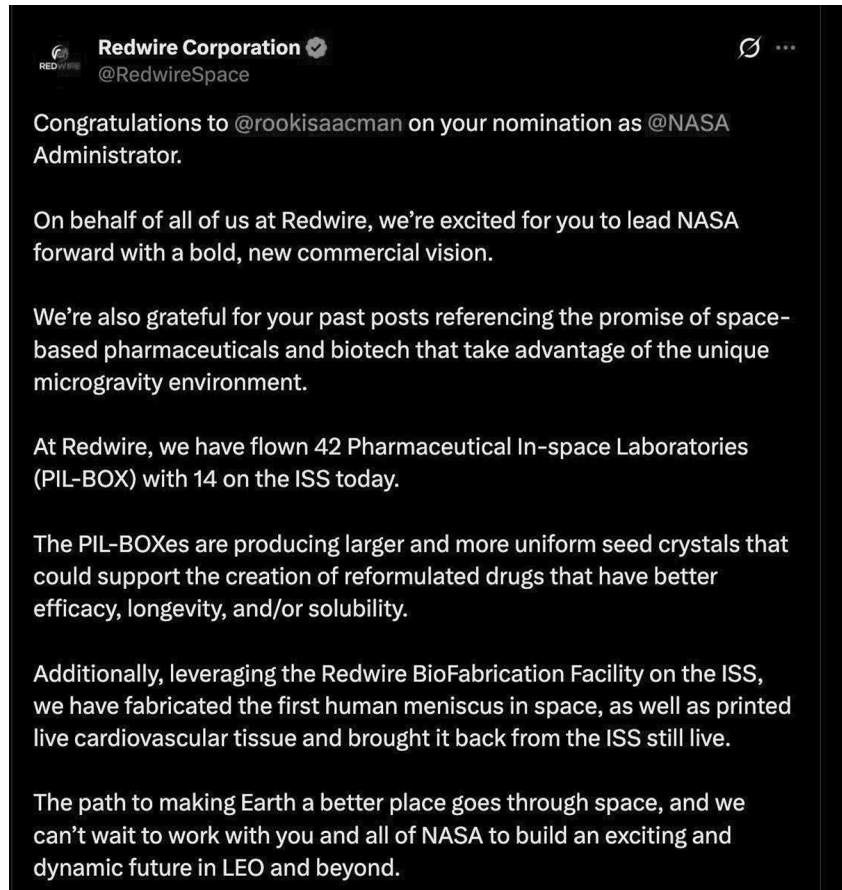
As you know, NASA is a large agency that has had three acting administrators named since late January. NASA's budget eclipses that of several cabinet agencies, and its operations span nearly 20 centers and installations across the United States. Among its many missions and activities, NASA is working to return astronauts to the Moon, continuously operating the International Space Station while developing follow-on commercial space stations, and exploring the solar system and beyond. The agency is best able to execute its important missions with stable leadership confirmed by the Senate. Leadership at NASA is made all the more important given China's ambition to eclipse U.S. leadership in space and build international alliances to counter western-Democracy coalitions—an issue the committee has rightly focused on. NASA's activities over the next three years very well may determine the balance of power in space.

With decades of experience as an entrepreneur, business leader, and space pioneer, Mr. Isaacman is well suited to lead NASA. Mr. Isaacman's hearing before the committee in April 2025 demonstrated his understanding of the near and long-term competition with China, as well as his respect for Congress's oversight responsibilities and the laws directing NASA's activities. Furthermore, Mr. Isaacman has shown his commitment to all parts of NASA—space science, space technology, aeronautics, and human exploration. Mr. Isaacman brings ingenuity, business acumen, technical know-how, and a deep passion to this role, which will position NASA to take on the many challenges it faces.

On behalf of CSF and our more than 90 member organizations, I respectfully request you prioritize Mr. Isaacman's confirmation, given the criticality of NASA's many ongoing missions.

Sincerely,

DAVE CAVOSSA,  
*President,*  
Commercial Space Federation.



VIRGIN GALACTIC  
November 24, 2025

Hon. TED CRUZ,  
Chairman,  
Committee Commerce, Science, and  
Transportation,  
United States Senate,  
Washington, DC.

Hon. MARIA CANTWELL,  
Ranking Member,  
Committee on Commerce, Science, and  
Transportation,  
United States Senate  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of Virgin Galactic, I am writing to express our strong support for the confirmation of Jared Isaacman as Administrator of the National Aeronautics and

Space Administration (NASA). Mr. Isaacman's exceptional experience in business, aviation, and spaceflight, makes him an outstanding candidate for this crucial position.

Virgin Galactic is a pioneering spaceflight company dedicated to opening space for everyone. As a key player in the commercial spaceflight industry, we recognize the vital role NASA plays in advancing space exploration and technology. Mr. Isaacman's appointment is not only of great interest to our industry but to all those who care about the future of space research and exploration and America's leadership in this critical domain. Virgin Galactic firmly believes that Mr. Isaacman's leadership will bring a fresh, innovative approach to NASA, crucial for maintaining America's leadership in space exploration and technology. His proven track record in the private sector, aviation, and spaceflight positions him uniquely to address the complex challenges at the intersection of space exploration, technology, and commerce.

Mr. Isaacman's impressive career spans multiple sectors directly relevant to NASA's mission. Through his work as an entrepreneur and a leader at various companies, he has showcased his ability to innovate and lead in complex, high-stakes industries directly related to technology, aviation, and national security—all critical components of NASA's multifaceted operations. Moreover, his experience as commander of the Inspiration4 mission, the first all-civilian orbital flight, and his involvement in the Polaris Program highlight his deep understanding of spaceflight operations and the commercial space sector. Mr. Isaacman became the first private citizen to perform a spacewalk during the Polaris Dawn mission, further exemplifying his commitment to advancing human spaceflight capabilities. Through the Inspiration4 mission, over \$240 million was raised for St. Jude Children's Research Hospital. This included a personal pledge of \$125 million from Isaacman himself. His commitment to philanthropy extends beyond Inspiration4, as evidenced by his continued support through the Polaris Dawn mission. These substantial contributions demonstrate his dedication to using space exploration for the benefit of humanity, aligning well with NASA's mission to lead an innovative and sustainable program of exploration that enables human expansion across the solar system and brings new knowledge and opportunities back to Earth.

We believe Mr. Isaacman's expertise in business, aviation, and spaceflight, will be invaluable in addressing the challenges and opportunities facing NASA and the broader space industry. His firsthand experience as a commercial astronaut provides him with unique insights into the needs and potential of human spaceflight. This knowledge will be crucial in shaping policies that support the growth of commercial space activities while advancing NASA's core missions.

We look forward to working with Mr. Isaacman and NASA to advance policies that promote innovation, foster economic growth in the space sector, and strengthen America's position as a global leader in space exploration. We strongly urge his swift confirmation as NASA Administrator.

Sincerely,

MIKE MOSES,  
*President,*  
Virgin Galactic.

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SPACE FORCE ASSOCIATION  
*Colorado Springs, CO, 26 November 2025*

Chairman TED CRUZ,  
U.S. Senate,  
Committee on Commerce, Science, and Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate,  
Committee on Commerce, Science, and Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

On behalf of the Space Force Association (SFA), the only private non-profit organization solely dedicated to advocating for the U.S. Space Force, I strongly support the swift confirmation of Mr. Jared Isaacman as NASA Administrator.

A private astronaut and accomplished entrepreneur, Mr. Isaacman has deep respect for ability to advance scientific exploration, drive innovation, strengthen national security partnerships, and expand commercial space opportunities. With dec-

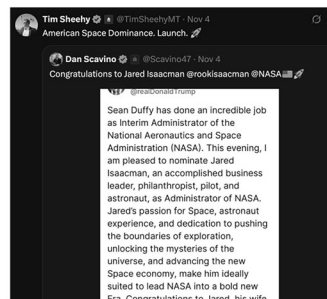
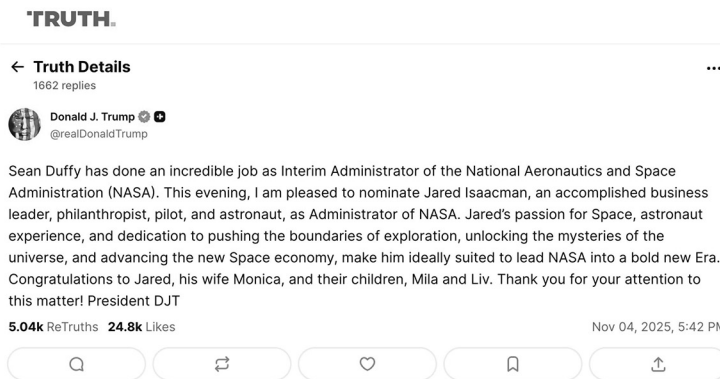
ades of experience spanning government contracting and publicly traded enterprises, he is uniquely positioned to ensure the United States remains the global leader in space.

As space becomes increasingly contested by adversaries like China and Russia, Mr. Isaacman's timely confirmation is critical to lead NASA at the nexus of civil space exploration, military security, and economic growth. SFA is confident he will champion the commercial space sector by fostering innovation in spaceflight and integrating commercial services into NASA's missions.

Thank you for your consideration of this letter in support of Mr. Jared Isaacman's confirmation as the NASA Administrator.

Sincerely,

BILL WOOLF,  
CEO, President and Founder,  
Space Force Association,  
Colonel, USAF (Ret.).



Senator SHEEHY. For nearly 70 years, the United States has been at the forefront of space exploration. President Trump knows how critical it is for our country to lead the way yet again as our space program aims to reach new heights, and that is why he chose exactly the right man for the job, Jared Isaacman.

I have personally known Jared for several years, chairing an aviation community in Montana and cooperating with him on improving the education experience for our next generation of explorers, astronauts, engineers, NASA administrators, at Space Camp in Huntsville, Alabama. Both Jared and I attended Space Camp, and

although I would say lit a spark in both of us to chase the dream of aviation and aerospace, he has been far more successful than I have. We both dreamed of being astronauts as children. The difference is Jared actually is one, whereas I had to settle for the title of Senator.

America has been the leader of global space travel generations, pushing the boundaries of space, and testing the limits of human endurance and intellect. All Americans should be deeply proud of the incredible accomplishments of heroes like Alan Shepard, John Glenn, Neil Armstrong, Jim Lovell, and many others. The sacrifices and leadership of these brave astronauts is what most Americans know.

What they usually do not know is that behind each and every one of these explorers is a massive team of dedicated engineers, program managers, innovators, test pilots, welders, electricians, truck drivers, and families, who are the true heroes of our space program. To lead this incredible team requires a leader who not only understands and believes in the mission, but has the interdisciplinary skill set to coordinate these cross-functional teams to achieve critical outcomes.

Since the tragedy of the Columbia disaster in 2003, NASA has been an organization of great people searching for revival. And after the cancellation of the shuttle program for 10 years—it is important to remember, for 10 years—the United States was paying Russia taxi fare to send our own astronauts into space. This would make John F. Kennedy, Ronald Reagan, and dozens of other American leaders turn in their grave. And in light of the recent Starliner mission to the ISS that left astronauts stuck in space for almost 9 months, we are reminded that much work remains. President Trump knew it was time for a change, and he chose the right man for the job.

Despite Jared's desire to be an Air Force fighter pilot and an astronaut as a child, he found out that he was smarter than most and started a disruptive software company in his garage as a teenager. That company grew to be a tremendous multi-billion dollar success, and that success fueled his ascension in the Hall of Fame as a record-setting jet pilot, an aggressor pilot for our Air Force fighter pilots, and most recently, the first civilian ever to conduct a spacewalk.

On top of all that, Jared and I share another passion, pediatric philanthropy. Jared has personally donated millions to improve health care for at-risk children all over America, yet again underlining his commitment to this great nation.

NASA is a point of great pride for our Nation. It has carved out new frontiers for mankind and shown the world the power of freedom. China is progressing at a breakneck pace to overtake our space infrastructure and beat us back to the Moon, and they fully intend to win. If we do not focus our efforts and commit to victory now, we will find ourselves going to bed under the glow of a red moon. We have a moral obligation to continue to lead in the greatest frontier ever known, and it requires strong leadership.

Jared is an articulate leader, a great father and husband, and one of the smartest people in America. Jared understands not only how to manage a complex, multi-billion dollar organization but how

to design and engineer critical systems. And to top it off, he knows how to fly space ships.

NASA is in need of spiritual rejuvenation, and that will take fresh leadership. Jared is the perfect man for the job, and I look forward to adding NASA Administrator to his already remarkable résumé.

Thank you, Chairman.

Chairman CRUZ. Thank you, Senator Sheehy. We will now recognize Mr. Isaacman for his opening statement.

**STATEMENT OF JARED ISAACMAN,  
NOMINEE TO BE ADMINISTRATOR,  
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION**

Mr. ISAACMAN. Thank you Chairman Cruz, Ranking Member Cantwell, Senator Sheehy for that very generous introduction, and distinguished members of the Committee. I am honored and grateful to be here before you again as President Donald Trump's nominee to lead the National Aeronautics and Space Administration.

To begin, I would like to acknowledge my family, my parents, Sandy and Don Isaacman behind me, my wife Monica, and my two wonderful daughters, Mila and Liv. Over the years, I have found many ways to challenge their patience, and politics is certainly no exception. We are also joined today by seven astronauts, some of my closest friends and crewmates, together with NASA astronauts that have come to this hearing in support. Thank you very much.

I also want to acknowledge and appreciate that Senator Britt from the state of Alabama is here today, so not only home to Marshall Space Flight Center but also to Space Camp, which is where my journey began.

As mentioned before, I have lived the American dream. I have been fortunate to have an amazing business and aeronautics career, to have led two notable missions to space, to help charitable causes that matter deeply to my family, and now I am beyond thankful for a chance to repay my debt to this Nation by serving alongside the brilliant minds at the world's most accomplished space agency.

The last time I sat before you, I introduced myself, my qualifications, and the challenges and opportunities ahead. This time, I am here with a message of urgency. After more than a half-century, America is set to launch NASA astronauts around the Moon in just a matter of months. This is a challenging endeavor to say the least, and one that requires full-time leadership.

Secretary Duffy, in his letter to this Committee endorsing my nomination, emphasized this point. That message is shared by more than two dozen other letters of support, including an online petition started by members of the NASA workforce and a letter from 36 NASA astronauts, who, like me, have sat through anomaly investigations, launch and flight readiness reviews, have accepted the risks of going to space, and understand what is at stake.

And I know it is not lost on anyone in this room that we are in a great competition with a rival that has the will and the means to challenge American exceptionalism across multiple domains, including in the high ground of space. This is not the time for delay but a time for action, because if we fall behind, if we make a mis-



take, we may never catch up, and the consequences could shift the balance of power here on Earth.

This Congress, and specifically this Committee, understand the urgency of the moment—placing a historic investment in human space exploration that President Trump signed in the One Big Beautiful Bill. It is now time for NASA and its partners to deliver.

To that end, I want to assure you, Senators, I am not here for personal gain, to favor or enrich contractors, to close centers, or to disrupt programs that are essential to completing America’s objectives in space. If confirmed, I am here to bring urgency and an extreme focus to the mission, to do all I can working with the best and brightest at NASA to lead humanity’s efforts to unlock the secrets of the universe and ensure American leadership across the last great frontier. In concert with that grand endeavor, we will ensure the following. The success of the Artemis program that President Trump began during his first term. America will return to the Moon before our great rival, and we will establish an enduring presence to understand and realize the scientific, economic, and national security value on the lunar surface.

Along the way, we will pioneer the next “giant leap” in capabilities to extend America’s reach even further into space, including expanding and accelerating investments into nuclear propulsion, both nuclear electric and nuclear thermal, and surface power programs. These efforts, in addition to industry partners building reusable launch vehicles, will set the stage for future missions to Mars and beyond.

We will never accept a gap in capabilities again, not with our space station presence in low-Earth orbit or our ability to send American astronauts to the Moon.

We will strive to build an orbital and lunar economy that can fund the future we all want to see in space someday, and not rely exclusively on the taxpayer. We will begin making the investments now for the inevitable spacefaring future that is just on the horizon.

We will make the most efficient use of every dollar allocated, pushing for more x-planes, more rovers and telescopes, more exciting missions like Hubble, James Webb, and Dragonfly, with the aim of enlightening the world through breakthrough scientific discoveries, knowing that if NASA does not do it, no one else will.

Some of the most talented people in America show up to work at NASA. Alongside a reinvigorated culture and an intense focus on achieving the near-impossible, what no other organization is capable of or even dares to accomplish, we will achieve these objectives. And when, not if, we get the job done, it will be because of the professionals at NASA, our international and our commercial partners, this Committee and Congress, and President Trump’s administration that will have succeeded in ushering in a new golden age of science and discovery. We will do it for America, for humankind, and in doing so, we will inspire the world and the generations to follow to take us even farther.

We are just getting started on the greatest adventure in human history, and with urgency, purpose, and extreme focus on the mission, NASA will lead the way. Thank you.

[The prepared statement and biographical information of Mr. Isaacman follow:]

PREPARED STATEMENT OF JARED ISAACMAN, NOMINEE TO BE ADMINISTRATOR,  
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Thank you Chairman Cruz, Ranking Member Cantwell, and distinguished members of the committee. I am honored and grateful to be here before you again as President Donald Trump's nominee to lead the National Aeronautics and Space Administration.

To begin, I would like to acknowledge my family—my parents, Sandy and Don Isaacman, my wife Monica, and my two wonderful daughters, Mila and Liv. Over the years, I have found many ways to challenge their patience, and politics is certainly no exception. We are also joined today by 8 astronauts, some of my closest friends and crewmates together with retired NASA astronauts that have come to this hearing in support.

As mentioned before, I have lived the American dream. I have been fortunate to have an amazing business and aeronautics career, to have led two notable missions to space, to help charitable causes that matter deeply to my family, and now I am beyond thankful to have a chance to repay my debt to this Nation by serving alongside the brilliant minds at the world's most accomplished space agency.

The last time I sat before you, I introduced myself, my qualifications, and the challenges and opportunities ahead. This time, I am here with a message of urgency.

After more than a half-century, America is set to launch NASA astronauts around the Moon in just a matter of months—a challenging endeavor to say the least—and one that requires full-time leadership. Secretary Duffy, in his letter to this committee endorsing my nomination, emphasized this point. That message is shared by more than two dozen other letters of support, including an online petition started by members of the NASA workforce and a letter from 36 NASA astronauts—who, like me, have sat through anomaly investigations, launch and flight readiness reviews, have accepted the risks of going to space, and understand what is at stake.

And I know it is not lost on anyone in this room that we are in a great competition with a rival that has the will and means to challenge American exceptionalism across multiple domains, including in the high ground of space. This is not the time for delay, but for action, because if we fall behind—if we make a mistake—we may never catch up, and the consequences could shift the balance of power here on Earth.

The Congress, and specifically this Committee, understand the urgency of the moment—placing a historic investment in human space exploration that President Trump signed in the one big beautiful bill. It's now time for NASA and our partners to deliver.

To that end, I want to assure you, Senators, I am not here for personal gain, to favor or enrich contractors, to close centers, or to disrupt programs essential to completing America's objectives in space. If confirmed, I am here to bring urgency and an extreme focus to the mission—to do all I can working with the best and brightest at NASA to lead humanity's effort to unlock the secrets of the universe and ensure American leadership across the last great frontier. In concert with that grand endeavor, we will ensure the following:

1. The success of the Artemis program that President Trump began during his first term. America will return to the Moon before our great rival, and we will establish an enduring presence to understand and realize the scientific, economic, and national security value on the lunar surface.
2. Along the way, we will pioneer the next 'giant leap' capabilities to extend America's reach even further into space, including expanding and accelerating investments into nuclear propulsion and surface power programs. These efforts, in addition to industry partners building reusable launch vehicles, we will set the stage for future missions to Mars and beyond.
3. We will never accept a gap in capabilities again—not with our space station presence in low Earth orbit or our ability to send American astronauts to the Moon.
4. We will strive to build an orbital and lunar economy that can fund the future we all want to see in space and not rely exclusively on the taxpayer. We will begin making the investments now for the inevitable spacefaring future that is just on the horizon.

5. We will make the most efficient use of every dollar allocated—pushing for more x-planes, more rovers & telescopes, more exciting missions like Hubble, James Webb, and Dragonfly with the aim of enlightening the world through breakthrough scientific discoveries—knowing that if NASA doesn’t do it, no one else will.

Some of the most talented people in America show up to work at NASA. Alongside a reinvigorated culture and intense focus on achieving the near-impossible—what no other organization is capable of or dares to accomplish—we will achieve these objectives . . . And when, not if, we get the job done—it will be because of the professionals at NASA, our international & commercial partners, this committee and Congress, and President Trump’s administration that will have succeeded in ushering in a new golden age of science and discovery. We will do it for America, for humankind, and in doing so, we will inspire the world and the generations to follow to take us even farther.

We are just getting started on the greatest adventure in human history—and with urgency, purpose, and extreme focus on the mission, NASA will lead the way.  
Thank you.

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#### A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Jared Taylor Isaacman.
2. Position to which nominated: Administrator of the National Aeronautics & Space Administration.
3. Date of Nomination: January 20, 2025.
4. Address (List current place of residence and office addresses):

Residence: Information not released to the public.  
Office: 3501 Corp Parkway, Center Valley PA 18034.

5. Date and Place of Birth: Union, NJ.
6. Provide the name, position, and place of employment for your spouse (if married) or domestic partner, and the names and ages of your children (including step-children and children by a previous marriage).

Spouse: Monica Isaacman, homemaker.

7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.

Embry Riddle Aeronautical University—Bachelor in Professional Aeronautics (2011) (February 2010–November 2011).

8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

- Shift4 Payments, Founder and CEO (June 2000 to present)
- Draken International, Co-founder and CEO (November 2011–April 2020)
- Denmar, Consultant (October 2020 to present)

9. Attach a copy of your résumé. See attachment.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age.

Honorary Commander—US Air Force Academy.

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution.

- Shift4 Payments, Inc.—Chairman of the Board, CEO, and Director, 6/2020 to present
- Shift4 Payments, LLC (fka Harbortouch Payments, LLC and Lighthouse Network, LLC)—Chief Executive Officer, 3/2014 to present
- Shift4 Subsidiaries
  - C.C. Productions, LLC—President and CEO, 12/2022 to present
  - CFC & FP Enterprises, LLC—President and CEO, 12/2022 to present

- Credorax (USA) LLC—Authorized Person to sign entity documents for filing, checks, notes in connection with bank accounts, facilities or services per Operating Agreement, 12/2023 to present
- Pinnacle Hospitality Systems, LLC—President and CEO, 7/2022 to present
- POSITOUCH, LLC—Chief Executive Officer, 10/2017 to present
- POSTEC, LLC—Chief Executive Officer 12/2021 to present
- Revel Systems, Inc.—President and sole Director, 6/2024 to present
- SIDFT4 CORPORATION—President and CEO and sole Director, 11/2017 to present
- Shift4 Payments Finance Sub, Inc.—President and Director, 10/2020 to present
- Shift4Shop, LLC—Chief Executive Officer, 11/2020 to present
- The Giving Block Holdings, LLC—Chief Executive Officer, 2/2022 to present
- Micros Retail Systems, LLC—Chief Executive Officer, 10/2020 to present
- Venuenext, Inc.—President, 4/21 to present
- Shift4 Shop, LLC (formerly 3dcart, LLC)—Chief Executive Officer, 11/2020 to present
- S4—ML Holdings, LLC—Chief Executive Officer, 8/2019 to present
- MSI Merchant Services Holdings, LLC—Chief Executive Officer, 3/2014–12/2021
- Restaurant Manager, LLC—Chief Executive Officer, 8/2017–12/2021
- Positouch, LLC—Chief Executive Officer, 10/2017–12/2021
- Future POS, LLC—Chief Executive Officer, 10/2017–12/2021
- Harbortouch Financial, LLC—Chief Executive Officer, 1/2011–12/2021
- Draken International, LLC—Chief Executive Officer, 11/2011–4/2020; Director/Manager, 11/2011–10/2020
- 26 North Aviation, Inc.—Director, 1/2007 to present
- Rook Holdings, Inc.—Director, President, Treasurer, Secretary, 3/2014 to present
- Rook Aviation Holdings, LLC—Member and President, 1/2019 to present
- Rook Investments, LLC—Member and President, 7/2019 to present
- Black Diamond Jet Hold Co, Inc.—President, CEO, and Director, 3/2019 to present
- Black Diamond Jet Holdings, LLC—President, CEO, and Manager, 12/2019 to present
- JDI Holdings LLC—Member and President, 12/2005 to present
- Xenomorph, LLC (Dissolved)—Managing Member, 2/2021–2/2023
- Bone Horse Marine, LLC—Managing Member, 7/2021 to present
- Bone Horse, LLC—Managing Member, 4/2019–12/2024
- Bone Horse Hangars, LLC—Manager and Member, 7/2021 to present
- RookX, LLC—Managing Member, 1/2021 to present
- Rook Public Strategies, LLC—Managing Member, 7/2021–12/2024
- PolarisX, LLC—Managing Member, 12/2022–12/2024
- Rook SPY I, LLC—President, Secretary, Treasurer, 3/2021 to present
- Rook SPY II, LLC—President, Secretary, Treasurer, 8/2021 to present
- Rook SPY III, LLC—President, Secretary, Treasurer, 12/2022 to present
- Rook SPY IV, LLC—President, Secretary, Treasurer, 3/2023 to present
- Rook Space Investments, LLC—President, Treasurer, Secretary, 2/2021 to present

12. List all memberships you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization (You do not have to list your religious affiliation or membership in a religious house of worship or institution). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

- Business Executives for National Security
- Association of Space Explorers

- Experimental Aircraft Association
- Aircraft Owners Pilot Association
- International Council of Air Shows
- CNBC CEO Council

These organizations do not restrict membership on the basis of sex, race, color, religion, national origin, age, or disability.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt the amount, and whether you are personally liable for that debt. No.

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities. None.

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

See attachment.

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

- Embry-Riddle Aeronautical University, Honorary Doctorate
- Foreign Policy Research Institute, Ben Franklin Award
- United States Air Force Academy, Honorary Commander
- FAA, Commercial Astronaut Wings
- National Business Aviation Association, Meritorious Service to Aviation Award
- Ernst & Young, EY Entrepreneur of the Year
- National Space Society, NSS Space Pioneer Award for Entrepreneurship
- UP Partners, UP Inspiration Award
- Living Legends of Aviation, Dr. Buzz Aldrin Space Advancement Award; Eren Ozmen Entrepreneur of the Year Award; Induction to Living Legends of Aviation
- Space Force Association, Advancing Human Presence in the Space Domain Award
- EarthLight Foundation, Space Cowboy Award
- Global Lithuanian Leaders, The Laureate of Global Lithuanian Award 2021
- Space Camp, Hall of Fame
- Embry-Riddle Aeronautical University, Eagle of Excellence Award
- AOPA Hoover Trophy
- Everyday Astronaut Astro Awards, Most Inspiring, Most Innovative and Important Mission of 2024 Award
- St. Jude Children's Research Hospital, Michael F. Tamer Award
- American Astronautical Society, Neil Armstrong Space Flight Achievement Award
- Aim Higher Gala, Inspiration Award
- Commercial Spaceflight Federation. Commercial Space Business & Finance Award
- Vladimir Komarov Diploma, FAI Astronautic Records Commission
- NAA/FAI, Numerous NAA/FAI World Records in Aviation and Space
- Electronic Transactions Association, 40 Under 40
- Inc 500, 30 Under 30
- Air Force Association, John R. Alison Award
- Governor Rick Scott, FL, Draken International recognized for local job growth

17. List all books, articles, columns, letters to the editor, Internet blog postings, or other publications you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

Not applicable.

18. List all speeches, panel discussions, and presentations (e.g., PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

- Speech, Commencement Address at Embry-Riddle's Fall 2024 Undergraduate Commencement Ceremony, Embry-Riddle Aeronautical University, December 12, 2024. See the university's press release here, <http://news.erau.edu/headlines/jared-isaacman-inspires-embry-riddle-grads-to-pursue-moonshots#:~:text=%E2%80%9CIt%27s%20you%20who%20will%20make,Center%20in%20Daytona%20Beach%2C%20Florida>, and a video of the address here, <https://www.youtube.com/watch?v=BjyyGjeYrKO>.
- Fireside Chat, Space Force Power Conference, United States Space Force, December 10, 2024. A recording of the event is available here: <https://www.youtube.com/watch?v=CdaqX3AMxy8>
- Panelist, Astronaut Reunion, Association of Space Explorers, December 5, 2024.
- Fireside Chat, Polaris Dawn Event, UC Davis for Spaceflight Research, November 22, 2024.
- Fireside Chat, Beyond Earth Symposium, Beyond Earth Institute, November 13, 2024. A recording of the event is available here: <https://www.youtube.com/watch?v=OpZ1H4WinVU>
- Fireside Chat, Foreign Policy Research Institute's 18th Annual Benjamin Franklin Award for Public Service, Foreign Policy Research Institute, November 13, 2024.
- Panelist, Planetary Congress, Association of Space Explorers, October 3, 2024.
- Panelist, UP.Summit, UP.Partners, September 30, 2024.
- Fireside Chat, Polaris Dawn Mission Briefing, Polaris Dawn, August 19, 2024. A recording of the event is available here: <https://www.youtube.com/watch?v=rGtzDmwfkCY>.
- Fireside Chat, X Takeover, Tesla Owners of Silicon Valley, July, 28, 2024. A recording of the event is available here: <https://www.facebook.com/tesla/siliconvalley/videos/full-interview-with-jared-isaacman-shares-the-ground-breaking-work-with-polaris-/8703988886355087/>.
- Fireside Chat, Commercial Spaceflight Transportation Conference Washington, DC, Commercial Space Federation, February, 21, 2024.
- Fireside Chat, ICR Conference, ICR, January 8, 2024.
- Fireside Chat, Space Force Power Conference, United States Space Force, December 13, 2023.
- Fireside Chat, LiveWIRED, WIRED, November 5, 2023. A recording of the event is available where: <http://www.wired.com/video/watch/lets-die-on-mars>
- Fireside Chat, Space Cowboy Ball, EarthLight Foundation, November 18, 2023.
- Fireside Chat, NBAA Annual Conference, NBAA, October 17, 2023.
- Panelist, EAA Aviation Museum Space Day Event, October 7, 2023.
- Panelist, Disrupt Conference, TechCrunch, September 19, 2023.
- Fireside Chat, International Space Development Conference, National Space Society, May 25, 2023.
- Fireside Chat, National Character and Leadership Symposium (NCLS), United States Air Force Academy, February 23, 2023.
- Fireside Chat, SpaceCom 2023—Accelerating the Global Business of Space, SpaceCom, February 23, 2023.
- Fireside Chat, Space Force Culture Coalition, United States Space Force, February 21, 2023.
- Fireside Chat, BENS Virtual Discussion on Polaris Dawn with NY Metro Member Jared Isaacman, BENS, February 21, 2023.
- Acceptance Speech, Living Legends of Aviation, Kitty Hawk Air Academy, January 20, 2023.
- Panelists, UP.Summit, UP.Partners, June 7, 2022.
- Fireside Chat, LOGIN '22, LOGIN, June 3, 2022.
- Speech, Commencement Address at Embry-Riddle's 2022 Spring Commencement, Embry-Riddle Aeronautical University, May 14, 2022.

- Presenter, Easterseals Advocacy Awards, Easterseals April 12, 2022. A recording of the event is available here: <https://www.youtube.com/watch?v=ehpBgLMJU7s>.
- Fireside Chat, Agilysys User Conference, Agilysys, March 1, 2022.
- Acceptance Speech, Living Legends of Aviation, Kitty Hawk Air Academy, January 21, 2022.
- Fireside Chat, Annual CNBC Technology Executive Council Summit, CNBC, November 17, 2021.
- Panelist, ASCEND, The American Institute of Aeronautics and Astronautics, November 15, 2021. A recording of the event is available here: <https://youtu.be/NjHzpOqu5iU>

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

See attached.

20. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the full name of an "alias" or "handle", including the complete URL and username with hyperlinks, you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

- X/Twitter: @rookisaacman, <https://x.com/rookisaacman>
- Instagram: rookisaacman, <https://www.instagram.com/rookisaacman/>
- Shift4 personnel previously created a LinkedIn account for me, but I never used it, and it has been deleted.

21. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date, committee, and subject matter of each testimony. None.

22. Given the current mission, major programs, and major operational objectives of the department/agency/commission/corporation to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I believe many aspects of my background make me qualified to serve as NASA Administrator, and it would be an immense honor to do so. My education, experience as a pilot, time as a commercial astronaut, and work as an entrepreneur together reflect my life-long passions of aviation and spaceflight. Throughout my various endeavors, I have had the opportunity to work with the government as a partner in the private sector. This has provided me with unique insights into how we can improve and innovate NASA's operations. I am committed to NASA's quest to explore space, innovate for humanity, and inspire our Nation through discovery.

As a student, I attended the Embry-Riddle Aeronautical University where I graduated with a bachelor's degree in professional aeronautics.

As a pilot, I have more than 7,700 hours of jet pilot experience and the highest FAA ratings, which include my Airline Transport Pilot certificate with experimental type ratings to operate ex-military aircraft. •

As a commercial astronaut, I have spent the last four years helping plan, develop, train, and execute two commercial space missions through the Polaris Program. My crew and I flew farther into space than any other human has since Apollo 17-more than 50 years ago. Aspects of our missions reflect the exciting future of space, such as the testing of new spacesuits during our spacewalk and the use of laser communications to send a message to the world. These efforts renewed excitement about what the future holds for America as a spacefaring Nation, but we also remained dedicated to addressing the hardships and challenges of the world we live in today. In the course of the Polaris missions, we raised over \$250 million for St. Jude Children's Research hospital, of which I have contributed more than \$125 million directly. My experience as an astronaut and leader for two missions has also given me a profound understanding of the coordination required between NASA, commercial partners, other government agencies, and outside collaborators to achieve mission success.

As an entrepreneur, I have also created a career in business that is directly related to managing a large agency and advancing American aeronautical interests and innovation. I co-founded the world's largest private air force, Draken Inter-

national, to train pilots for the United States Armed Forces and its allies. This defense aerospace business, involving high performance military aircraft, saved taxpayers hundreds of millions and enhanced the training of our military warfighters. I am also the founder and CEO of Shift4 Payments, an innovative payment processor company, which I started in my parents basement when I was 16 years old. Throughout my long business career, I have run my companies efficiently, responsibly, and with thousands of employees.

I hope to have the opportunity to advance the President's goal for America to lead in space, science, technology, and exploration as NASA Administrator.

23. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency/commission/corporation has proper management and accounting controls, and what experience do you have in managing a large organization?

It is imperative that the Administrator of NASA manages the agency responsibly and efficiently to ensure its organizational resources are dedicated to consistently moving the ball forward and advancing our national interests.

As the founder and CEO of two large companies, I am responsible for overseeing large budgets and have navigated complex logistics matters on a daily basis. As the founder and CEO of an aerospace defense contractor under government oversight, and a public company listed on the New York Stock Exchange, I also understand the importance of leading large organizations responsibly with proper governance and accounting controls.

24. What do you believe to be the top three challenges facing the department/agency/commission/corporation, and why?

NASA is the most respected and accomplished space agency in the world. The NASA logo inspires Americans and people the world over to dream of what the future may hold. However, the agency has faced significant challenges over the years that have impeded the mission.

1. NASA has been unable to return to the Moon or have an achievable path to Mars, despite plans to do so as far back as President George H.W. Bush's Administration in 1989.
2. The pace of world changing discoveries has slowed with flagship missions consistently billions over budget and behind schedule.
3. The space economy has yet to be revealed. For over 60 years, the space economy has had the same customers (governments) looking for the same capabilities (communications and observation).

I believe the challenges stem from:

- A distracting number of priorities that are not fully aligned with the NASA mission.
- An organizational structure and policies that fuel bureaucracy and throttle progress.
- A culture that needs to be reinvigorated to make better use of capable commercial industry and to win against geopolitical rivals that are quickly threatening the ever expanding 'high ground'. If we do not lead, we follow, and if we follow, we may never catch-up.

I am committed to working tirelessly alongside some of the brightest minds in the Nation to solve the problems and return NASA's focus to executing on the mission.

#### B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts, such as a 401(k) or pension plan.

My employment agreements and arrangements are described on my Form 278e Public Financial Disclosure Report, which I am working on with the Office of Government Ethics (OGE) and NASA ethics officials. That form will disclose the following agreements and arrangements:

- 1) A corporation I own has a Tax Receivable Agreement (TRA) with Shift4 Payments, Inc. Under the TRA, Shift4 Payments, Inc. agrees to make payments to the historic equity owners in an amount equal to a percentage of the benefit the corporation derives from certain specific tax attributes, if, as and when realized. Prior to the IPO of Shift4 in 2020, the company operated as a partnership for U.S. Tax purposes. Upon the IPO, an umbrella partnership—C-Corporation structure was established. The operating partnership (Shift4 Payments, LLC) will be modified by reclassifying my interests as an original owner into a new class of interest that is exchangeable for Shift4 common stock



(Class A). The TRA requires Shift4 to share tax savings with the original partners.

- 2) Pursuant to my employment agreement with Shift4 Payments, LLC, for 36 months after resignation, I will be eligible for health insurance benefits and other reimbursed expenses for fees in connection with former employment/ownership. I do not anticipate participating in or accepting such benefits.
- 3) In February 2025, I anticipate receiving an annual RSU award from Shift4 Payments, Inc. for the 2024 calendar year. RSU grant levels for the Chief Executive Officer are decided in conjunction with the Company's year-end compensation decisions based on individual and Company performance from the prior Fiscal Year.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association, or other organization during your appointment? If so, please explain.

An entity I own holds agreements with Space Exploration Technologies Corp. (SpaceX). These include agreements related to two future space flight missions in the Polaris Program. There are three space flight service agreements related to different missions in the Polaris Program.

I am currently working with OGE and NASA ethics officials on addressing these contracts from an ethics and conflicts perspective. I am committed to working with OGE to identify an appropriate way to avoid conflicts of interest related to these contracts and work toward a resolution that, if necessary, will be fully described in my Ethics Agreement letter.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

I have equity interest in Shift4 Payments, Inc., a payments company that predominantly serves restaurants, hotels, sports stadiums and theme parks. Shift4 processes some of the payments for SpaceX Starlink Internet service, but this represents less than 1/2 of a percent of the company's revenue. I intend to resign from my positions and will continue to work with OGE and NASA ethics officials on how to handle my interest in Shift4.

I own ex-military aircraft that are occasionally used in a charter or lease arrangement by U.S. Government test pilot schools and for R&D testing.

My separate involvement in contracts with SpaceX is described in the previous question.

In all of these matters, I am working with OGE and NASA ethics officials to identify and resolve conflicts in the appropriate time frame. We are working toward an Ethics Agreement letter that will contain my commitments to resolve existing conflicts. As Administrator, I would be committed to full transparency on these issues and I would work closely with the agency's ethics staff and OGE to resolve any potential conflicts that should arise during my tenure.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

My involvement in contracts with SpaceX is described in the previous questions. As noted above, I am working with OGE and NASA ethics officials to identify and resolve conflicts in the appropriate time frame. As Administrator, I would be committed to full transparency on these issues and I would work closely with the agency's ethics staff and OGE to resolve any potential conflicts that should arise during my tenure.

5. Identify any other potential conflicts of interest and explain how you will resolve each potential conflict of interest. None.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy. None.

#### C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group? No.

If yes:

- a. Provide the name of the court, agency, association, committee, or group;
  - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
  - c. Describe the citation, disciplinary action, complaint, or personnel action;
  - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.
2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, municipal, or foreign government entity, other than for a minor traffic offense? If so, please explain.

Yes, in February 2010, when returning from a trip to watch the Olympics in Vancouver, I was detained by U.S. Customs and Border Protection on a warrant related to a charge for “drawing and passing checks without sufficient funds,” based on a dispute with the Palms Casino Resort in Las Vegas over a travel reimbursement that the resort promised and subsequently failed to honor. The dispute arose the month prior, and I was under the impression the matter was resolved. I was not aware that law enforcement was involved in the matter. As a result, I was very surprised when CBP took action. However, the matter was resolved in less than 24 hours and the charges were dismissed.

I did then and still now disagree with the other party’s handling of the matter. I considered civil action against the resort, but opted against it to avoid any further headache.

Following this incident, the Nevada district court sealed all records associated with this incident, stating, “All proceedings recounted in the sealed records are deemed never to have occurred.” Although it remains sealed, in the interest of full transparency, I have disclosed it here for the Committee’s awareness.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

Shift4, the company of which I am currently CEO, and its predecessors and subsidiaries have collectively been in business for over 25 years. The company, which is publicly traded on the NYSE, is infrequently party to lawsuits filed by and against the company. Please see attached for PACER listings of litigation involving Shift4, as well as its predecessors Harbortouch Payments, LLC, and United Bank Card, Inc. Also attached are PACER listings of litigation involving Draken International, the company which I co-founded and for which was previously CEO, but with which I am no longer affiliated. Also attached is a PACER listing of litigation involving me individually.

To the extent the Committee would like additional information on matters listed in the PACER attachments, such as a summary of litigation involving Shift4 over a certain time period, please do not hesitate to ask.

With respect to agency proceedings, Shift4 recently settled a matter with the SEC involving allegations that the company failed to disclose on its annual 10-K forms and/or its proxy statements for FY 2020 through FY 2022 related person transactions for a total of three individuals. This settlement began with outreach from the SEC requesting that Shift4 voluntarily provide documents and information regarding related persons transactions involving immediate family members of Shift4’s officers and directors. Shift4 cooperated with the inquiry, in the course of which we learned that three individuals’ names and compensations were inadvertently left off of SEC-required reports and disclosures. Those disclosures were made as of April of last year.

Shift4 offered to pay \$750,000 to settle the claim. For reference, \$750,000 is about 0.03 percent of Shift4’s annual revenue for 2023. The settlement order, which states, “In determining to accept the Offer, the [SEC] considered remedial acts promptly undertaken by [Shift4], including making disclosures and improvements to policies and procedures concerning related person transactions, as well as cooperation afforded the Commission staff,” is available on the SEC’s website here: <https://www.sec.gov/files/litigation/admin/2025/34-102146.pdf>. SEC Order ¶ 11.

4. Have you ever been convicted (including pleas of guilty or *no/o contendere*) of any criminal violation other than a minor traffic offense? If so, please explain. No.

5. Have you ever been accused, formally or informally, of sexual assault, sexual harassment, or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain. No.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

I am a devoted philanthropist and have demonstrated a large financial commitment to various causes throughout my life. Below are details regarding the contribu-

tions of \$50,000 or greater I have donated to 501(c)(3) organizations in my personal capacity:

- St. Jude Children’s Research Hospital (2021, 2022, 2023): \$123,351,928
- Renaissance Charitable Foundation, Inc. (2022, 2023, 2024): \$13,150,247
- U.S. Space & Rocket Center Education Foundation (2022, 2023, 2024): \$11,352,879
- Naval Aviation Museum Foundation, Inc. (2021): \$5,533,456
- St. Luke’s Health Network, Inc. (2023, 2024): \$4,776,908
- Lehigh Valley Zoo (2024): \$1,000,000
- Edward Charles Foundation (2021, 2022): \$650,000
- Davinci Science Center (2022): \$571,467
- Baylor College of Medicine (2022): \$516,181
- House of Hope Foundation for Kids with Cancer (2023): \$500,000
- Space Force Historical Foundation (2024): \$500,000
- California Institute of Technology (2025): \$500,000
- Global Citizen (3-Year Pledge beginning in 2023) (2023, 2024): \$500,000
- Kiddie Hawk (5-Year Pledge beginning in 2023) (2023, 2024): \$200,000
- Embry-Riddle Aeronautical University (2023): \$150,000
- Los Angeles Dodgers Foundation (2024): \$126,683
- Ukraine House DC Foundation (2022): \$100,000
- Business Executives for National Security (2023): \$80,000
- El Sistema USA (2023): \$75,000
- The Mars Generation (2021): \$50,000
- Earthlight Foundation (2023): \$50,000

#### D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency/commission/corporation complies with deadlines for information set by congressional committees, and that your department/agency/commission/corporation endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority? Yes.

2. Will you ensure that your department/agency/commission/corporation does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures? Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee? Yes.

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so? Yes.

## JARED ISAACMAN

Jared is an entrepreneur, philanthropist, and American patriot who has had transformative impact on the financial technology, aerospace & defense, and the commercial space exploration industries. He is a passionate champion of American ingenuity and private-sector solutions to global challenges.

### EXPERIENCE

- Founder and CEO of Shift4 (NYSE: FOUR) 1999-present; Basement startup at 16 years old, has become global financial technology leader
- Founder and CEO of Draken International 2011-2020; Military aerospace contractor that provides cost effective tactical training to DoD customers
- SpaceX Astronaut 2020-present: Commander of Inspiration4, the world's first all civilian mission to orbit in 2021
- Commander of Polarix Dawn, leading the farthest mission into space since last Apollo mission and performed the first commercial spacewalk in 2024

### PHILANTHROPY

- Donated \$125M to St. Jude Children's Research Hospital
- Donated \$10M to U.S. Space and Rocket Center - Space Camp
- Donated \$5M to National Naval Aviation Museum
- Donated \$5M to St. Luke's Pediatric Emergency Room
- The Giving Pledge signatory

### IDEOLOGY

- Advocate for efficient government and reduced waste (DOGE)
- Partner for strong military and national security
- Champion of free enterprise and innovation
- Proponent of American exceptionalism and leadership

### EDUCATION & ACCOLADES

- Bachelor of Science and Honorary Doctorate from ERAU
- Honorary US Air Force Academy Commander
- Foreign Policy Research Inst.'s 2024 Ben Franklin Award
- Record setting pilot with over 7,800 hours in jet aircraft
- Active TS security clearance (adjudicated 2021)
- Husband and proud father of two



## JARED ISAACMAN—PART A QUESTION 15

### POLITICAL CONTRIBUTIONS 2015–PRESENT (through 2/3/2025)

Jared Isaacman (Federal)	Date	Amount	Notes
TRUMP VANCE INAUGURAL COMMITTEE, INC.	11/27/2024	\$2,000,000.00	
WHITESIDES VICTORY FUND	10/29/2024	\$5,000.00	JFC contribution: allocated by JFC to California Democratic Party (see below)
(CALIFORNIA DEMOCRATIC PARTY)	10/29/2024	\$5,000.00	
DSCC	10/23/2024	\$41,300.00	
MONTANANS FOR TESTER	10/1/2024	\$3,300.00	
MICHIGAN DEMOCRATIC STATE CENTRAL COMMITTEE	8/1/2024	\$10,000.00	
MITTEN PAC	8/1/2024	\$5,000.00	JFC contribution: allocated by JFC to Pennsylvania Democratic Party, Bob Casey for Senate, Inc., and Keystone America PAC (see below)
ELISSA SLOTKIN FOR MICHIGAN	7/29/2024	\$3,300.00	
ELISSA SLOTKIN FOR MICHIGAN	7/29/2024	\$3,300.00	
CASEY KEYSTONE VICTORY FUND	7/17/2024	\$15,400.00	
(KEYSTONE AMERICA PAC)	7/22/2024	\$2,100.00	
(BOB CASEY FOR SENATE INC)	7/22/2024	\$3,300.00	
(PENNSYLVANIA DEMOCRATIC PARTY)	7/22/2024	\$10,000.00	
GEORGE WHITESIDES FOR CONGRESS	2/20/2023	\$3,300.00	
GEORGE WHITESIDES FOR CONGRESS	2/20/2023	\$3,300.00	
MARK KELLY FOR SENATE	10/1/2022	\$2,900.00	In-Kind Contribution—Fund-raising Event Catering
DSCC	7/11/2022	\$26,500.00	Recount Account
DSCC	7/11/2022	\$23,500.00	
MONTANANS FOR TESTER	3/31/2022	\$2,900.00	
BOB CASEY FOR SENATE INC	3/30/2022	\$2,900.00	
SHAHEEN FOR SENATE	3/30/2022	\$2,900.00	
DSCC	3/29/2022	\$10,000.00	
FRIENDS OF MARK WARNER	3/29/2022	\$900.00	
FRIENDS OF MARK WARNER	11/2/2021	\$2,000.00	
SMP	10/28/2021	\$100,000.00	
SUSAN WILD FOR CONGRESS	10/24/2021	\$2,900.00	
SUSAN WILD FOR CONGRESS	10/20/2021	\$2,900.00	
IMPACT	10/20/2021	\$10,000.00	\$5,000 refunded on 11/2/2021
FRIENDS OF SCHUMER	10/20/2021	\$2,900.00	
FRIENDS OF SCHUMER	10/20/2021	\$2,900.00	
MARK KELLY FOR SENATE	7/3/2021	\$2,900.00	
FRIENDS OF DENNIS ROSS	11/8/2016	\$500.00	
FRIENDS OF DAVID JOLLY	10/7/2015	\$1,000.00	
GRAVES FOR CONGRESS	3/31/2015	\$1,500.00	

Jared Isaacman (State & Local)	Date	Amount	Notes
JOSH SHAPIRO FOR GOVERNOR	3/2/2022	\$50,000	

## JARED ISAACMAN—PART A QUESTION 19

[illegible]











[illegible][illegible]






























## JARED ISAACMAN—PART C QUESTION 3

## PACER—DRAKEN

2/4/25, 7:43 AM PACER Case Locator - Search Results

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**Party Search Results**

**Search Criteria:** Party Search; Last Name: [Draken international]  
**Result Count:** 1 (1 page)  
**Current Page:** 1

Party Name	Case Number	Case Title	Court
DRAKEN INTERNATIONAL, INC. (pla)	<u>1:2014cv01005</u>	DRAKEN INTERNATIONAL, INC. v. USA	U.S. Court of Federal Claims

**PACER Service Center**  
**User** jfrankel2023  
**Client Code**  
**Description** All Court Types Party Search  
All Courts; Name Draken international; All Courts;  
Page: 1  
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**Pages** 1 (\$0.10)

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45 1/1



## PACER—UNITED BANK CARD

2/4/25, 7:45 AM

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## Party Search Results

Search Criteria: Party Search; Last Name: [United Bank Card]

Result Count: 23 (1 page)

Current Page: 1

Party Name	Case Number	Case Title	Court
United Bank Card (cr)	<a href="#">0:2005bk90029</a>	Daniel L. Dailey	Florida Southern Bankruptcy Court
United Bank Card (pla)	<a href="#">0:2005ap01645</a>	United Bank Card and Daniel L. Dailey	Florida Southern Bankruptcy Court
United Bank Card (e)	<a href="#">0:2008cv60704</a>	Dailey v. United Bank Card	Florida Southern District Court
UNITED BANK CARD (dft)	<a href="#">3:2013cv00058</a>	ROMA PIZZERIA v. HARBORTOUCH	New Jersey District Court
United Bank Card Inc (dft)	<a href="#">2:2011cv01753</a>	Hartman et al v. United Bank Card Inc. et al	Washington Western District Court
United Bank Card of America, Inc. (dft)	<a href="#">4:2010cv01993</a>	Rainbow Business Solutions et al v. Merchant Services, Inc et al	California Northern District Court
UNITED BANK CARD OF LAS VEGAS (dft)	<a href="#">3:2006cv05772</a>	UNITED BANK CARD, INC. v. RIVERA	New Jersey District Court
United Bank Card West (db)	<a href="#">3:2009bk04446</a>	Michael Anthony Guminski and Melissa Parker Orlen	California Southern Bankruptcy Court
United Bank Card, Inc (dft)	<a href="#">3:2010cv00428</a>	Unique Shopping Network, LLC v. United Bank Card, Inc.	Tennessee Eastern District Court
United Bank Card, Inc. (dft)	<a href="#">2:2010cv02873</a>	Mollica v. United Bank Card, Inc. et al	Alabama Northern District Court
United Bank Card, Inc. (dft)	<a href="#">3:2009cv01106</a>	Guenther v. Crosscheck, Inc. et al	California Northern District Court
United Bank Card, Inc. (dft)	<a href="#">3:2019cv00636</a>	Abante Rooter and Plumbing, Inc. v. United Bank Card, Inc.	California Northern District Court
United Bank Card, Inc. (pla)	<a href="#">0:2006cv60057</a>	United Bank Card v. Powermedica, Inc., et al	Florida Southern District Court
United Bank Card, Inc. (dft)	<a href="#">0:2011cv60877</a>	Lackova v. Experian Information Solutions, Inc. et al	Florida Southern District Court

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1/2

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Party Name	Case Number	Case Title	Court
United Bank Card, Inc. (dft)	<a href="#">0:2011cv62540</a>	Lady Lucille Cruises v. United Bank Card, Inc.	Florida Southern District Court
United Bank Card, Inc. (dft)	<a href="#">8:2012cv00089</a>	Corona v. First National Bank of Omaha, et al	Nebraska District Court
UNITED BANK CARD, INC. (cd)	<a href="#">3:2006cv05772</a>	UNITED BANK CARD, INC. v. RIVERA	New Jersey District Court
UNITED BANK CARD, INC. (pla)	<a href="#">3:2006cv05772</a>	UNITED BANK CARD, INC. v. RIVERA	New Jersey District Court
UNITED BANK CARD, INC. (pla)	<a href="#">3:2010cv02232</a>	UNITED BANK CARD, INC. v. OPTIMAL GROUP, INC. et al	New Jersey District Court
UNITED BANK CARD, INC. (pla)	<a href="#">3:2014cv06049</a>	HARBORTOUCH PAYMENTS, LLC v. DENALI STATE BANK et al	New Jersey District Court
UNITED BANK CARD, INC. (dft)	<a href="#">3:2023cv04313</a>	GANNON v. UNITED BANK CARD, INC. et al	New Jersey District Court
UNITED BANK CARD, INC. (dft)	<a href="#">5:2016cv03622</a>	BROOKFIELD EQUINOX LLC v. UNITED BANK CARD, INC.	Pennsylvania Eastern District Court
United Bank Card, Inc. (cr)	<a href="#">2:2007bk24071</a>	Overstock Spas, LLC	Utah Bankruptcy Court

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48

2/2

## PACER—SHIFT4

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## Party Search Results

Search Criteria: Party Search; Last Name: [Shift4 Payments]

Result Count: 18 (1 page)

Current Page: 1

Party Name	Case Number	Case Title	Court
Shift4 Payments LLC (dft)	<a href="#">8:2022cv00908</a>	Smelson v. Shift4 Payments LLC	Maryland District Court
Shift4 Payments LLC (pall)	<a href="#">1:2021cv01607</a>	Shift4 Payments LLC v. Westamerica Bank	New York Southern District Court
SHIFT4 PAYMENTS, INC. (dft)	<a href="#">5:2023cv03206</a>	O'MEARA v. SHIFT4 PAYMENTS, INC. et al	Pennsylvania Eastern District Court
SHIFT4 PAYMENTS, INC. (dft)	<a href="#">5:2023cv03969</a>	BAER v. SHIFT4 PAYMENTS, INC. et al	Pennsylvania Eastern District Court
Shift4 Payments, LLC	<a href="#">0:2020cv0101548</a>	Upserve, Inc. v. Hoffman	U.S. Court Of Appeals, First Circuit
Shift4 Payments, LLC (dft)	<a href="#">3:2018cv00786</a>	Payment Logistics Limited v. Lighthouse Network, LLC et al	California Southern District Court
Shift4 Payments, LLC (dft)	<a href="#">1:2019cv01857</a>	OHVA, Inc. v. Shift4 Payments, LLC	Delaware District Court
Shift4 Payments, LLC (dft)	<a href="#">3:2024cv00633</a>	KMF Services, LLC et al v. Shift4 Payments, LLC et al	Florida Middle District Court
Shift4 Payments, LLC (dft)	<a href="#">0:2022cv61698</a>	Trucations, LLC v. Shift4 Payments, LLC et al	Florida Southern District Court
Shift4 Payments, LLC (cr)	<a href="#">2:2021bk40083</a>	Loves Furniture Inc.	Michigan Eastern Bankruptcy Court
SHIFT4 PAYMENTS, LLC (dft)	<a href="#">3:2023cv04313</a>	GANNON v. UNITED BANK CARD, INC. et al	New Jersey District Court
Shift4 Payments, LLC (pla)	<a href="#">2:2023cv02074</a>	Shift4 Payments, LLC v. Valsoft Corp. Inc.	Nevada District Court
Shift4 Payments, LLC (pla)	<a href="#">1:2021cv01609</a>	Shift4 Payments, LLC v. Westamerica Bank	New York Southern District Court
SHIFT4 PAYMENTS, LLC (pla)	<a href="#">5:2019cv00330</a>	SHIFT4 PAYMENTS, LLC v. SMITH et al	Pennsylvania Eastern District Court

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1/2

2/4/25, 7:44 AM

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Party Name	Case Number	Case Title	Court
SHIFT4 PAYMENTS, LLC (cd)	<a href="#">5:2021cv02684</a>	SHIFT4 PAYMENTS, LLC et al v. Shift Processing, LLC	Pennsylvania Eastern District Court
SHIFT4 PAYMENTS, LLC (pla)	<a href="#">5:2021cv02684</a>	SHIFT4 PAYMENTS, LLC et al v. Shift Processing, LLC	Pennsylvania Eastern District Court
Shift4 Payments, LLC (dft)	<a href="#">1:2019cv00593</a>	Upserve, Inc. v. Hoffman	Rhode Island District Court
Shift4 Payments, LLC (dft)	<a href="#">1:2022cv01453</a>	Bronston v. Shift4 Payments, LLC et al	Virginia Eastern District Court

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51

2/2

## PACER—HARBORTOUCH

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## Party Search Results

Search Criteria: Party Search; Last Name: [Harbortouch]

Result Count: 17 (1 page)

Current Page: 1

Party Name	Case Number	Case Title	Court
Harbortouch (dft)	<a href="#">3:2019cv00636</a>	Abante Rooter and Plumbing, Inc. v. United Bank Card, Inc.	California Northern District Court
Harbortouch (dft)	<a href="#">4:2013cv00567</a>	Suzanne Degnen, D.M.D., P.C. v. United Bankcard, Inc.,	Missouri Eastern District Court
Harbortouch (dft)	<a href="#">8:2012cv00089</a>	Corona v. First National Bank of Omaha, et al	Nebraska District Court
HARBORTOUCH (dft)	<a href="#">3:2013cv00058</a>	ROMA PIZZERIA v. HARBORTOUCH	New Jersey District Court
HARBORTOUCH (dft)	<a href="#">5:2016cv03622</a>	BROOKFIELD EQUINOX LLC v. UNITED BANK CARD, INC.	Pennsylvania Eastern District Court
HarborTouch (dft)	<a href="#">2:2019ap02202</a>	Vinsick Foods, Inc. and ML Factors Funding, LLC	Pennsylvania Western Bankruptcy Court
HarborTouch (dft)	<a href="#">2:2019ap02203</a>	Vinsick Foods, Inc. and ML Factors Funding, LLC	Pennsylvania Western Bankruptcy Court
Harbortouch (dft)	<a href="#">1:2018cv00748</a>	The Crosstown Shipping & Supply Co. et al v. Harbortouch	Virginia Eastern District Court
Harbortouch Financial (dft)	<a href="#">8:2014ap00219</a>	Bauman and 2408 W Kennedy LLC	Florida Middle Bankruptcy Court
HARBORTOUCH FINANCIAL, LLC (dft)	<a href="#">3:2023cv04313</a>	GANNON v. UNITED BANK CARD, INC. et al	New Jersey District Court
Harbortouch Payments (dft)	<a href="#">3:2024cv00633</a>	KMF Services, LLC et al v. Shift4 Payments, LLC et al	Florida Middle District Court
Harbortouch Payments LLC (dft)	<a href="#">2:2015cv02034</a>	Johnson et al v. Harbortouch Payments LLC	South Carolina District Court
Harbortouch Payments, LLC (dft)	<a href="#">4:2016cv00035</a>	Denali State Bank v. Harbortouch Payments, LLC	Alaska District Court

53

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1/2

2/4/25, 7:44 AM

PACER Case Locator - Search Results

Party Name	Case Number	Case Title	Court
Harbortouch Payments, LLC (dft)	<a href="#">2:2017cv03842</a>	Terry Fabricant v. Harbortouch Payments, LLC	California Central District Court
Harbortouch Payments, LLC (dft)	<a href="#">1:2015ap80134</a>	Four Grahams, Inc. and Harbortouch Payments, LLC	Michigan Western Bankruptcy Court
HARBORTOUCH PAYMENTS, LLC (pla)	<a href="#">3:2014cv06049</a>	HARBORTOUCH PAYMENTS, LLC v. DENALI STATE BANK et al	New Jersey District Court
HARBORTOUCH PAYMENTS, LLC (dft)	<a href="#">3:2015cv05200</a>	JOHNSON et al v. HARBORTOUCH PAYMENTS LLC	New Jersey District Court

PACER Service Center	02/04/2025 06:44:47
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Description	All Court Types Party Search All Courts; Name Harbortouch; All Courts; Page:1
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2/2

## PACER—ISAACMAN, JARED

2/4/25, 7:43 AM PACER Case Locator - Search Results

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**PACER Case Locator** Party Search Results

**Search Criteria:** Party Search; Last Name: [Isaacman]; First Name: [Jared]  
**Result Count:** 2 (1 page)  
**Current Page:** 1

Party Name	Case Number	Case Title	Court
ISAACMAN, JARED (dft)	<a href="#">5:2023cv03206</a>	O'MEARA v. SHIFT4 PAYMENTS, INC. et al	Pennsylvania Eastern District Court
ISAACMAN, JARED (dft)	<a href="#">5:2023cv03969</a>	BAER v. SHIFT4 PAYMENTS, INC. et al	Pennsylvania Eastern District Court

PACER Service Center	02/04/2025 06:43:50
User	jfrankel2023
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Description	All Court Types Party Search All Courts; Name Isaacman, Jared; All Courts; Page: 1
Billable Pages	1 (\$0.10)

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Chairman CRUZ. Thank you, Mr. Isaacman. I now recognize Mr. Haines for his opening statement.

**STATEMENT OF STEVEN H. HAINES, NOMINEE TO BE AN  
ASSISTANT SECRETARY OF COMMERCE FOR INDUSTRY  
AND ANALYSIS, U.S. DEPARTMENT OF COMMERCE**

Mr. HAINES. Thank you, Mr. Cruz. And here I was thinking that all the fanfare outside was for Industry and Analysis, but it is not the first time I have had my bubble burst.

Chairman Cruz, Ranking Member Cantwell, and distinguished members of the Committee, it is an honor to be with you here today. I would like to thank President Trump, Secretary Lutnick, and Under Secretary William Kimmitt for putting their confidence in me to serve as Assistant Secretary of Commerce for Industry and Analysis. I would also like to extend my deepest gratitude to Senator Hagerty for introducing me today. I feel incredibly fortunate to have his mentorship and support.

It is also an honor to have several of my family members here with me, starting with my incredible wife, Erica Haines, who is sitting behind me. In our first year of marriage, she asked me what I wanted to do with my life, career-wise, and I thought I gave her the right answer, which was to “be a good dad, to be a good husband.” And she gently reminded me that that was the bare minimum and challenged me to aim higher. Her continual love and support over the past 10 years of marriage has challenged me to do just that.

Our first son, Henry, is here, as well. It is the honor of my life to be his dad and to have him by my side today. His little brother, Oscar, has been on the planet for a total of 10 weeks, so he decided to forego the hearing to stay home with his grandmother. He probably taking a nap right now.

My father-in-law, Guy Detrick, is here from Washington State—thank you for being here—as well as one of my three older sisters, Heather Pray, and her husband and my best friend, Charlie Pray. My parents, Paul and Christy, were unable to make the trip to Washington, D.C. today, but they are proudly watching from home in Franklin, Tennessee. I inherited a tenacious work ethic and a drive for excellence from my father and a sense of faith and conviction from my mother. They shaped me to the man I am today, and there is no way I could ever repay them for that.

I grew up in Franklin, Tennessee, in the 1990s, at the height of Pax Americana. I distinctly remember driving home from school with my mom, and her telling me that we lived in the greatest country in the world. Even at a young age, I was filled with a sense of pride, and excitement, and expectation for the future. I truly felt lucky to be an American.

I carried that pride with me as I left America to study abroad and then start a career in the oil and gas industry in Asia. No matter where I went, who I met, what I did, I always carried that sense that there was no place like home, my home, the United States of America.

In the early 2010s, I started to notice a shift, like a lot of people, in the global, geopolitical, and economic landscape, and for the first time in my life, America's future felt uncertain, and not guaranteed. So through the loving encouragement of my wife, who is from the area, I decided to move to Washington, D.C., leave the private sector, and pursue a career in foreign policy and national security via public service. That journey has led me to multiple roles at the Department of State, the Pentagon, here in the U.S. Senate, and now, for the second time, at the Department of Commerce. The colleagues I have worked with, along with the experiences that I have gained, have all somehow culminated in the necessary preparation for this specific nomination.

For six months prior to this nomination, I had the privilege of performing the duties of the Assistant Secretary of Commerce for Industry and Analysis, learning its policies, its people, its portfolios, budget, contracts, learning every facet of the organization. And it is because of that I feel a sense of pride and excitement to have the opportunity to lead the organization in an official capacity. And if confirmed, my singular focus will be supporting America industry's competitiveness through robust understanding and analysis of sectors and supply chains, improving and growing I&A's analytical capabilities to better respond to trade questions facing U.S. policymakers, and empowering the professionals, the people who work at I&A to approach their work with a sense of subject matter expertise, mastery, autonomy, and purpose. And to that end, I look forward to working constructively with this Committee.

Thank you for your time, and I look forward to your questions.

[The prepared statement and biographical information of Mr. Haines follow:]

PREPARED STATEMENT OF STEVEN H. HAINES, NOMINEE FOR ASSISTANT SECRETARY  
OF COMMERCE FOR INDUSTRY AND ANALYSIS, U.S. DEPARTMENT OF COMMERCE

Chairman Cruz, Ranking Member Cantwell, and distinguished members of the Committee: It's an honor to be with you here today. I am grateful to President Trump for my nomination, and to Secretary Lutnick and Under Secretary Kimmitt for their confidence in me to serve as Assistant Secretary of Commerce for Industry & Analysis. I would also like to extend my deepest gratitude to Senator Hagerty for introducing me today. I'm incredibly fortunate to have his support and mentorship.

It is also an honor to introduce my incredible wife, Erica, who is sitting behind me. In our first year of marriage, she asked what I wanted to do with my life. I told her, "Be a good husband and father." She said that was the bare minimum and challenged me to aim higher. Her unwavering love and support continue to inspire me to do just that. Our first son, Henry, is also here. It is the privilege of my life to be his father and to have him by my side today. Henry's little brother, Oscar, has been on this planet a total of 12 weeks and decided to skip the hearing to stay home with his grandmother. My father-in-law, Guy Detrick, is here from Washington State, and one of my three sisters is also with me today—Heather Pray—who is accompanied by her husband and my best friend, Charlie Pray. My parents, Paul and Christy Haines, were unable to make the trip to Washington, D.C. today, but are proudly watching from their home in Franklin, TN. I inherited a tenacious work ethic and a drive for excellence from my father and a sense of conviction and faith from my mother. I will never be able to repay them for shaping me into the man I am today.

I grew up in Franklin, Tennessee in the '90s—the height of Pax Americana. I distinctly remember my mother driving me home from school one day, listening to the radio, and her explaining to me that America was the greatest country in the world. Even at a young age, those words filled me with a sense of pride, wonder, and expectation for the future. I felt incredibly lucky to be an American.

I carried that pride with me as I studied abroad and eventually started my career in the oil & gas industry in Asia. No matter where I traveled in the world, I always felt that there truly was no place like home.

In the early 2010s, I began to see the global economic and national security landscape shift. For the first time in my life, America's future did not feel guaranteed. Through the encouragement of my wife, I decided to leave the private sector and pursue a career in foreign policy and national security through public service. That journey led me to jobs at the Department of State, the Pentagon, the United States Senate, and now the Department of Commerce.

The colleagues I have worked with, along with the experiences I have gained, have all culminated in the necessary preparation for this role.

For six months prior to my nomination, I had the privilege of performing the duties of assistant secretary of Commerce for Industry and Analysis, learning the policies, portfolios, people, budget, contracts, and products within the office's jurisdiction. I feel a sense of pride and excitement to be presented with the opportunity to lead the organization in an official capacity.

I&A—as it is affectionately called by those who work there—is comprised of 23 offices that cover approximately 90 percent of the U.S. economy. Its dedicated staff—currently hovering just north of 190 people—are passionate professionals who engage in their work with expertise and a sense of mission.

In addition to leading the Committee on Foreign Investment in the United States (CFIUS) for the Department, I&A is also the only unit within the Department of Commerce that provides essential trade data and analytical support that feeds into a wide variety of trade policy workstreams and decisions.

In short, I&A continually punches above its weight, especially at a time when the global trading order is being rapidly reshaped to benefit the United States for decades to come.

If confirmed, my singular focus will be supporting American industry's competitiveness through robust understanding and analysis of sectors and supply chains, growing and improving I&A's analytical capabilities to better respond to the complex trade questions U.S. policymakers are facing, and empowering the professionals who work at I&A to engage in their work with a sense of mastery, autonomy, and purpose.

I look forward to working constructively with this Committee to that end. Thank you. I look forward to your questions.

## A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Steven Harold Haines.
2. Position to which nominated: Assistant Secretary of Commerce for Industry and Analysis.

3. Date of Nomination: September 3, 2025.

4. Address (List current place of residence and office addresses):

Residence: Information not released to the public.

Office: Information not provided.

5. Date and Place of Birth: Information not provided.

6. Provide the name, position, and place of employment for your spouse (if married) or domestic partner, and the names and ages of your children (including step-children and children by a previous marriage).

Erica Haines, Client Advisor, Oak Rose Group

7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.

University of Nevada, Reno, 2006–2009, BA International Affairs, May 2009

National Taiwan Normal University, 2007, Study Abroad

Southwest University for Nationalities, 2007–2009, Study Abroad

George Washington University, 2017–2019, MA Asian Studies, May 2019

8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

U.S. Department of Commerce, Bureau of Industry and Security, Senior Advisor, Sept. 2025 to present

U.S. Department of Commerce, International Trade Administration, Senior Advisor, April 2025–Sept. 2025

U.S. Department of State, Member Policy Planning Staff, Jan. 2025–April 2025

Office of Senator Bill Hagerty, Brookings LEGIS Fellow, Jan. 2023–Jan. 2025

Black Walnut Brewery, Bartender, April 2023–November 2024.

U.S. Department of State, Foreign Affairs Officer, Mar. 2020–Jan. 2023

U.S. Department of Commerce, Bureau of Industry and Security, Export Analyst Nov. 2021–Feb. 2022 (Detail from State)

U.S. Department of Defense, Country Director for China, Jan. 2021–July 2021

U.Group (Now IntelliBridge, LLC), Senior China Research Analyst, Dec. 2019–Mar. 2020

Ernst & Young, LLC, Associate, Oct. 2018–Dec. 2019

Panton, Inc., Director of Business Development, Feb. 2016–Aug 2018

Ruelco, Inc., International Business Development Manager, Sept. 2009–Feb. 2016

9. Attach a copy of your résumé. Attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age. None.

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution. None.

12. List all memberships you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization (You do not have to list your religious affiliation or membership in a religious house of worship or institution). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Council on Foreign Relations, 2022–2027

Alexander Hamilton Society, 2021

Foundation for Defense of Democracies, 2021

The Heritage Foundation, 2020

Sigma Phi Epsilon 2006–2009 (male only)

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt. No.

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities. None.

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years. None.

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

Superior Honor Award, U.S. Department of State, 2021 & 2023

Council on Foreign Relations, Term Member, 2022–2027

Alexander Hamilton Society Security and Strategy Seminar Fellow, 2021

Foundation for Defense of Democracies National Security Fellows Program Fellow, 2021

Young Professional in Foreign Policy U.S.-China Futures Project Participant, 2020

The Heritage Foundation George C. Marshall Fellowship, 2020

Presidential Management Fellow (PMF) Finalist, 2019

William Johnson Outstanding Graduate Student Award in Asian Studies, 2019

Scottish Rite Graduate Endowment Fellowship, 2018–2019

National Security Education Program (NSEP) David L. Boren Fellowship Recipient, 2018 (Declined)

Foreign Language Area Studies (FLAS) Fellowship—Mandarin Chinese, 2017–2018

Foreign Language Area Studies (FLAS) Fellowship—Mandarin Chinese, 2018–2019

Freeman-ASIA Scholarship, 2008–2009

University Studies Abroad Consortium (USAC)/International Affairs Scholarship, 2009

UNR–NTNU Intensive Chinese Language Study Scholarship, 2007

17. List all books, articles; columns, letters to the editor, Internet blog postings, or other publications you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available. None.

18. List all speeches, panel discussions, and presentations (*e.g.*, PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available. None.

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available. None.

20. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the full name of an “alias” or “handle”, including the complete URL and username with hyperlinks, you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

<https://www.linkedin.com/in/stevenhaines2/> (active)

<https://x.com/stevenhaines> (active)

21. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date, committee, and subject matter of each testimony.



Not Applicable.

22. Given the current mission, major programs, and major operational objectives of the department/agency/commission/corporation to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I have served in policymaking and operational roles at the Department of Commerce, Department of State and the U.S. Senate that are directly relevant to issues within the purview of the International Trade Administration. Prior to my nomination, I performed the duties of the Assistant Secretary of Commerce for Industry and Analysis (I&A) for six months. During this time, I became intimately involved in the policies and portfolios that are housed under I&A as a business unit, in addition to the administrative, personnel, and budgetary engines that make I&A run.

Previous relevant experience includes directly supporting U.S.-manufactured oil and gas equipment exports internationally, conducting U.S. industry competitive analysis for U.S. government agencies, and directly leading interagency policy initiatives for multiple U.S. agencies.

23. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency/commission/corporation has proper management and accounting controls, and what experience do you have in managing a large organization?

While performing the Duties of the Assistant Secretary, I personally reviewed, approved, or denied every financial and personnel decision within I&A. I&A's budget team is outstanding and supported me in this effort. Additionally, I ensured that key leadership roles, including the six Deputy Assistant Secretaries in I&A, and the office directors and team leads in all 23 offices within I&A were filled and focused on administration and departmental priorities. My responsibilities, if confirmed, will be to ensure that tax dollars are focused on actual policy priorities that will provide a return on investment for the American people.

24. What do you believe to be the top three challenges facing the department/agency/commission/corporation, and why?

- 1) Rebalancing global trade: For the past several decades, America has exported its industries, businesses, and jobs overseas for lower costs and bigger margins at the expense of the American people. Restoring our industrial base is an immense challenge and will take coordinated, intentional policy, drive and focus.
- 2) Modernization: The Department of Commerce's infrastructure, technology, and workforce need to be brought into the 21st century. Centralized management of IT systems through multiple, redundant contracts hamper progress. Modernizing the Department in these areas will require hard decisions, prioritization, and coordination with Congress, OMB, and others.
- 3) Implementing Policy Objectives: The President and Secretary have set ambitious policy goals that I&A is directly responsible for implementing, including onshoring and revitalizing U.S. manufacturing, securing critical mineral supply chains, and ensuring that key events like the FIFA World Cup and the 2028 Olympics are a success. If confirmed, focusing the resources within I&A to achieve these objectives will be a tremendous challenge, but one that the team is up for, and one that I am ready to lead, if confirmed.

#### B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts, such as a 401(k) or pension plan. Thrift Savings Plan (TSP)

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association, or other organization during your appointment? If so, please explain. No.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest. None.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest. None.

5. Identify any other potential conflicts of interest and explain how you will resolve each potential conflict of interest.

Not Applicable.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy. None.

#### C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group? If yes:

- a. Provide the name of the court, agency, association, committee, or group;
- b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
- c. Describe the citation, disciplinary action, complaint, or personnel action;
- d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

No.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, municipal, or foreign government entity, other than for a minor traffic offense? If so, please explain. No.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain. 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, please explain. No.

5. Have you ever been accused, formally or informally, of sexual assault, sexual harassment, or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain. No.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination. None.

#### D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency/commission/corporation complies with deadlines for information set by congressional committees, and that your department/agency/commission/corporation endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority? Yes.

2. Will you ensure that your department/agency/commission/corporation does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures? Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee? Yes.

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so? Yes.

## STEVEN H. HAINES

### Work Experience:

*U.S. Department of Commerce – Washington, D.C.*  
Senior Advisor | Bureau of Industry and Security

*Sept. 2025 – Present*

*U.S. Department of Commerce – Washington, D.C.*

Senior Advisor | Performing the Duties of the Assistant Secretary for Industry and Analysis

*April 2025 – Sept. 2025*

- Manage six deputy assistant secretaries and 200 staff across 23 offices
- Lead the Department of Commerce in Committee on Foreign Investment in the United States work

*U.S. Department of State – Washington, D.C.*

*Jan. 2025 – April 2025*

Member, Policy Planning Staff (S/P)

- Support the Policy Planning Director on policy related to the Indo-Pacific and Political-Military Affairs including foreign military sales and financing

*United States Senate – Office of U.S. Senator Bill Hagerty (R-TN)*

*Jan. 2023 – Jan. 2025*

Brookings LEGIS Fellow, National Security Team (detail from State)

- Support the Senator's China-focused priorities related to his Senate Foreign Relations Committee (SFRC), Senate Banking Committee, and Senate Appropriations Committee assignments
- Assist the Senator's legislative efforts regarding arms export licensing issues—ITAR and ERC

*U.S. Department of State – Washington, D.C.*

*Mar. 2020 – Jan. 2023*

Foreign Affairs Officer, Office of China Affairs (EAP/China), TS/SCI Clearance

- Manage the China bilateral engagements, political-military affairs, and Taiwan portfolios
- Represent the State Department in interagency meetings
- Draft clear, succinct, organized briefing materials and visual presentations for senior State Department officials, including the Secretary of State
- Deliver clear and convincing oral briefs to senior stakeholders, including the Secretary of State
- Identify problems, determine accuracy and relevance of information, and use sound judgement to evaluate, formulate generate U.S. policy toward China and make recommendations on mission-critical issues
- Solve policy problems through formulating unclassified and classified research in English and Mandarin to fill policy gaps and drive effective policy decisions

*U.S. Department of Commerce – Bureau of Industry and Security (BIS)*

*Nov. 2021 – Feb. 2022*

China Analyst, Strategic Intelligence Division – Office of Export Enforcement (detail from State)

- Produced bona fides information reports on Chinese entities receiving U.S.-origin exports
- Conducted open-source research of Chinese entities involved in hypersonic weapon R&D for Entity List consideration
- Reviewed End-User Review Committee recommendation to determine accuracy of information

*U.S. Department of Defense – The Pentagon*

*Jan. 2021 – July 2021*

Country Director for China, Office of the Deputy Assistant Secretary of Defense for China (detail from State)

- Support all U.S.-China military-to-military engagements between the United States and the People's Liberation Army
- Represent the Department of Defense in interagency meetings
- Draft clear, succinct, organized briefing materials and visual presentations for senior Defense Department officials, including the Secretary of Defense
- Deliver clear and convincing oral briefs by considering the audience and nature of the information

*U. Group (Now IntelliBridge, LLC) – Arlington, VA*

*Dec. 2019 – Mar. 2020*

Senior China Research Analyst, Corporate Economic Threat Intelligence (CETI) – Insider Threat

- Targeted, researched, and analyzed Chinese economic aggression campaigns and its Military-Civil Fusion strategy to include foreign direct investment through Mandarin open-source materials under time-intensive, high-pressure deadlines for Fortune 50 clients
- Produced analytical products and technical material, including inside threat estimates related to Chinese geopolitical, cyber security, financial, and transnational events and threats and their corresponding impacts in a clear, succinct, organized manner

## STEVEN H. HAINES

*Ernst & Young, LLC – McLean, VA*

*Oct. 2018 – Dec. 2019*

**Associate, China Center for Excellence – Transaction Advisory Services**

- Researched, analyzed, and translated Chinese open-source materials under time-intensive, high-pressure deadlines
- Produced high-level assessments of Chinese activities in emerging technologies and their impact on PRC and U.S. industrial bases and U.S. national security for EY senior executives and U.S. federal government clients
- Drafted briefing material for EY's Global Chairman & CEO on Chinese activities in industries of interest and China's Military-Civil Fusion strategy

*Panton, Inc. – Houston, TX*

*Feb. 2016 – Aug 2018*

**Director, Business Development**

- Led six-member business development team of people from diverse backgrounds and individual situations
- Made clear and convincing oral presentations of cloud-based products and services by considering the audience and information
- Navigated complexity and ambiguity to changing circumstances and unexpected events in a Chinese-owned start-up environment

*Ruelco, Inc. – China, Singapore, Houston*

*Sept. 2009 – Feb. 2016*

**International Business Development Manager | General Manager, Chengdu and Singapore Representative Offices**

- Established and managed representative offices in China and Singapore in a high quality, timely, and cost-effective manner
- Spearheaded market entry and business development efforts throughout the Indo-Pacific and the Middle East
- Registered company and products with global state-owned oil and gas companies by persevering in face of bureaucratic and administratively corrupt challenges
- Used sound judgement to deliver actionable solutions and recommendations through written weekly financial and market reports to company executives
- Managed and accounted for all foreign and domestic bank accounts and tax filings within China and Singapore in an honest, fair, and ethical manner
- Obtained the adaptability, interpersonal skills, and language skills necessary to successfully conduct business in multi-cultural, multi-lingual, diverse environments
- Made clear and convincing oral presentations in Mandarin and English to individuals and groups about products and services
- Translated company website and marketing materials from English to Mandarin

### **Education:**

*The George Washington University – Washington, D.C.*

*May 2019*

**Master of Arts in Asian Studies**

**Relevant Coursework, Licenses and Certifications:**

*Course Work:* Politics of China I; Quantitative Analysis; Modern Chinese Reading I; Modern Chinese Reading II; Political Economy of Industrializing Asia; International Politics of East Asia; Taiwan: Domestic Development & Foreign Policy; Asia: History, Memory, Violence; Writing for International Affairs; U.S. Foreign Policy in a Global Era; Fundamentals of Intelligence; Alternative Analysis: Red Team; The Chinese Military; Formal Briefing; Capstone Project: Chinese Digital Infrastructure Investment in Thailand

*University of Nevada, Reno – Reno, NV*

*May 2009*

**Bachelor of Arts in International Affairs**

**Relevant Coursework, Licenses and Certifications:**

*Course Work:* Mandarin Chinese (43 credits), Chinese Economy, Political Systems of China, China and Its Culture, Chinese Comparative Politics, Advanced Chinese History, Macroeconomics, Microeconomics, Global Politics, History of East Asia I, History of East Asia II (*Two-year study abroad in Chengdu, China and Taipei, Taiwan*) 05/2007 – 05/2009

### **Language Skills:**

Language	Spoken	Written	Read
Mandarin Chinese	Advanced	Advanced	Advanced
Sichuanese Chinese	Intermediate	Intermediate	Intermediate

**STEVEN H. HAINES****Awards:**

Superior Honor Award, U.S. Department of State, 2023  
Council on Foreign Relations, Term Member, 2022 – 2027  
Superior Honor Award, U.S. Department of State, 2021  
Alexander Hamilton Society Security and Strategy Seminar Fellow, 2021  
Foundation for Defense of Democracies National Security Fellows Program Fellow, 2021  
Young Professional in Foreign Policy U.S.-China Futures Project Participant, 2020  
The Heritage Foundation George C. Marshall Fellowship, 2020  
Presidential Management Fellow (PMF) Finalist, 2019  
William Johnson Outstanding Graduate Student Award in Asian Studies, 2019  
Scottish Rite Graduate Endowment Fellowship, 2018 – 2019  
National Security Education Program (NSEP) David L. Boren Fellowship Recipient, 2018 (Declined)  
Foreign Language Area Studies (FLAS) Fellowship – Mandarin Chinese, 2017 – 2018  
Foreign Language Area Studies (FLAS) Fellowship – Mandarin Chinese, 2018  
Freeman-ASIA Scholarship, 2008 – 2009  
University Studies Abroad Consortium (USAC)/International Affairs Scholarship, 2009  
UNR-NTNU Intensive Chinese Language Study Scholarship, 2007

Chairman CRUZ. Thank you, gentlemen. Congratulations on both your nominations. And I will say, Mr. Haines, your 10-week-old son would have certainly been welcome here this morning. With some frequency, Senators have been known to cry and sleep fitfully, so he would have fit well in this body.

Mr. Isaacman, welcome back. As you know, NASA's human spaceflight program and its Artemis, in particular, is critical to maintaining U.S. leadership in space. But as I think you can appreciate, space flight comes at a significant cost. Its success requires program stability. The United States cannot dominate in space if our commitments change wildly from one administration to the next, or from one appropriation process to the next.

That is why the NASA section of the One Big Beautiful Bill Act, which I authored, outlines a stable path forward for the agency. It gives clear guidance on the Artemis Moon mission, it paves the way for commercial space stations in low-Earth orbit, and it invests in NASA's infrastructure to be able to execute its exploration missions.

Will you commit to this Committee and to the Senate to full and timely compliance with the law's requirements, if you are confirmed?

Mr. ISAACMAN. Yes, Senator, I do.

Chairman CRUZ. Let's dive into those requirements. Congress wrote into the One Big Beautiful Bill that there shall be a stable, fully funded path for Artemis at least through Artemis V. Congress also dedicated money for the Gateway Lunar Orbit Space Station and the Orion Crew Capsule.

Artemis is the key, I believe, to both beating China to the lunar surface and to maintaining a U.S. presence at the Moon. What concrete steps will you take to maintain the Artemis program's long-term stability?

Mr. ISAACMAN. Senator, I appreciate the question, and similar to my previous hearing I absolutely believe that the current architecture with SLS is the fastest path to achieving our near-term lunar objectives, which should be to return to the Moon before our great rival and establish the infrastructure so that we can recognize the scientific, economic, and national security value.

Now, we have the first mission, which is approaching in just a matter of months, which is Artemis II, where we will fly around the Moon. The next mission, Artemis III, we are going to land astronauts on the Moon. There is a lot that has to happen in between Artemis II and III. So in that respect I am grateful that the One Big Beautiful Bill affords us the opportunity of additional heavy-launch vehicles through Artemis IV and V.

Now, with respect to the continuity of the mission, Senator, in order for us to actually land the astronauts on the Moon, it will mean that, one, or ideally two, commercial partners will have pioneered reusable, heavy-launch lift capabilities and orbital propellant transfer to get the lander to the lunar environment. And when we see American astronauts walk on the moon again it means one or both of them were successful.

So in doing so, after completing the Artemis V mission, which is already contemplated in the One Big Beautiful Bill, we should have

numerous options available to us to have routine and affordable missions to the lunar surface for continuity beyond Artemis V.

Chairman CRUZ. It is also part of U.S. law that it is American policy to have sustained human habitation either on the Moon or in cislunar orbit. Do you agree with that objective, and do you commit to doing everything humanly possible to achieving it?

Mr. ISAACMAN. I do, Senator. I think the President of the United States would be very excited to see a lunar base.

Chairman CRUZ. And I will say, just a minute ago you talked about competing providers. I want to be very clear. I have no particular interest in one provider versus another. My interest is in making sure the objective is achieved. And at times, some have suggested that the objective of going to the Moon and the objective of going to Mars are intention. I do not believe they are intention. I believe both are critical.

America will be the first to land on Mars. That is critically important. That is written into law, and I was proud to author that provision in law. But I also think, at the same time, we cannot lose the Moon and lose the race to the Moon to China. Do you agree that both are critical priorities?

Mr. ISAACMAN. I do, Senator. And again, consistent with my prior testimony before this Committee, there actually are parallel efforts underway. Now, there is no question the overwhelming near-term priority is to return American astronauts to the Moon and again, establish an enduring presence on what is a very scarce piece of real estate that we are interested in at this time.

But as I mentioned before, in order for those American astronauts to step foot off a lander onto the lunar surface it means one or both, and actually potentially many more, commercial providers will have pioneered reusable heavy-lift launch capabilities and on-orbit prop transfer, which is the same capability, really the next giant leap capability, that America needs for missions to the Moon, Mars, and beyond.

Chairman CRUZ. The International Space Station, which is managed from Texas's Johnson Space Center, is scheduled to be retired by 2030. It will be replaced by one or more commercially developed stations, partially funded by NASA, and partially by private partners.

Congress has been clear that a gap in our presence in low-Earth orbit would jeopardize U.S. strategic interests. Will you commit to guaranteeing a continuous human presence in low-Earth orbit, and a continuous American presence, during your tenure, and to ensure that there is no gap between the retirement of the ISS and the transition to commercial LEO destinations?

Mr. ISAACMAN. I absolutely commit to that, Senator. As I mentioned in my opening remarks, we can never accept a gap in our capabilities again, not in low-Earth orbit or our ability to reach the Moon. I, like a lot of space enthusiasts, dream of the day where we have multiple commercial space stations in low-Earth orbit. But I think in order for that to be a financially viable model, we have to absolutely maximize the remaining life of the International Space Station, get the highest potential science and research to the Space Station, to crack the code on the orbital economy, to give all these commercial space stations a fighting chance.

Chairman CRUZ. Thank you. Senator Cantwell.

Senator CANTWELL. Thank you, Mr. Chairman. Sorry, I had to step out for a minute and take a call from another member. But I just want to make sure I heard everything you just said correctly on this. So when Secretary Duffy, as the Acting, announced NASA would reopen to compete Artemis III human lander to ensure America would reach the lunar surface in 2028, you agree with that decision, and will you fully commit to this re-competition?

Mr. ISAACMAN. Well, Senator, I mean, both SpaceX and Blue Origin were already awarded contracts through a competitive process to build the lander, and I do not think it was lost on either one of those organizations that the first company that is capable of delivering a lander to take American astronauts to the lunar surface and back is the one that this Nation is going to go with. I think that competition is fantastic. I think the best thing for SpaceX is a Blue Origin right on their heels, and vice versa.

Senator CANTWELL. Great. Well, we are glad they re-competed, and when I first became Ranking Member of the Committee we argued for the redundancy of competition. There is nothing like competition to get the product that we need. And I think the decision that was made was based on the urgency to return by 2028. So you believe in that process?

Mr. ISAACMAN. Senator, I absolutely agree with competition. I think we need competition for the vendors that support NASA's critical mission. I think competition among world powers is actually a really good thing, just as long as we do not lose.

Senator CANTWELL. Yes, OK. The R&D issue about high-rate composites, I mentioned in my opening statement the HiCAM project, which does have NASA's support in trying to generate more composites. We have, with Idaho, established a tech hub in thermal plastics, and really believe that the United States should not lose this race for hi-rate composite manufacturing.

Will you fight to keep for NASA's aeronautic budget to sufficiently fund such HiCAM operations and support the technology development that is needed for aerospace materials?

Mr. ISAACMAN. Senator, I think it is squarely in the responsibility of the aeronautics portion of NASA to work on the absolute cutting-edge materials that will ensure the competitiveness of our aeronautics industry well in the future.

Senator CANTWELL. OK. And then how can you further leverage NASA's university work for development and research?

Mr. ISAACMAN. I think, I mean, there are a couple of parts to that, Senator. First, I think, in general, it is part of NASA's responsibility toward inspiration and STEM education to award grants to academic institutions that give students hands-on opportunities with hardware, ideally inspire them to want to graduate and either work at NASA or contribute to industry.

Also, I just think it is a great way to crack the code on important research that is going to bubble up toward NASA achieving its important objectives.

Senator CANTWELL. Thank you. And Mr. Haines, how do we get the supply chain onshoring or supply chain materials, similar to the same subject? One of the reasons I became interested in the tech hub is actually an Idaho employer came to me and said, "Do



you understand the Europeans are trying to buy us?" and I was like, "No, I didn't understand that." And he said, "Yes. Everybody is looking for the best technology, and they see it in our country, and they want to buy it, and we are not doing it and creating the supply chain."

So how do you think in this job and role you can help improve supply chain identifications for America's competitiveness, particularly in manufacturing?

Mr. HAINES. Thank you, Senator. One word simply is mapping. We are doing this across a wide variety of sectors, critical minerals one, mine the market, the term that we use often. We have to understand the supply chain, understand where their chokepoints are, if any. There are two components within Industry Analysis that do supply chain analysis, the Trade Policy and Analysis, or TP&A, division, as well as the Supply Chain Center. There is a good amount of overlap there. If confirmed, one of my sole focuses is going to be supercharge our analytic capabilities, bring some currently out-of-house tools in-house, to be able to answer specific questions just like that, and to be able to have a little bit more control in terms of mapping and analytics and supply chains.

Senator CANTWELL. And do you look at this issue as a true competition issue with China and other countries, to make sure that we are mapping these supply chains?

Mr. HAINES. It absolutely is. It is a competitive issue across the board. I would say yes, Senator.

Senator CANTWELL. OK. And then there is legislation sponsored by myself, Blackburn, Blunt Rochester, and Young on promoting resilient supply chain. Will you look at that and tell us whether you can support that legislation?

Mr. HAINES. I have looked at it. We provided initial TA, and if passed I would be happy to implement it to the fullest extent and work with the Committee to do so.

Senator CANTWELL. You do not see any problems with it now?

Mr. HAINES. I would have to read the bill over again. The current text is escaping me. But I am happy to do that and get back to you.

Senator CANTWELL. For the record that would be great. Thank you so much, Mr. Chairman.

Chairman CRUZ. Thank you. Senator Moran.

**STATEMENT OF HON. JERRY MORAN,  
U.S. SENATOR FROM KANSAS**

Senator MORAN. Chairman, thank you. Thank you and Senator Cantwell for exhibiting greater speed than the normal Senate process in having this hearing in hopes that—

Chairman CRUZ. I am pretty sure glaciers move at greater speed.

Senator MORAN. We share that view, Mr. Chairman, and nice to see that this Committee is moving forward in regard to confirmation, consideration and confirmation of a new NASA Administrator. And I look forward to his confirmation and look forward to the Senate considering—the approval of this Committee and the Senate approving it, presumably next week.

Mr. Isaacman, let me start with you. My intended questions changed a bit because I received a letter this week from a Kansas farmer, and it captured my attention because I certainly share the

views of Senator Cantwell and Senator Cruz in regard to the Moon and Mars, and I suppose nationally what the public thinks about NASA is we are on our way to some object in space, and we are exploring space. But NASA has lots of roles. You have talked about STEM education being one of them.

I want to mention, for a moment, the mission directive of science, and the letter that captured me is from a Kansas farmer named Mr. Roth. And he indicates to me that “NASA’s earth science investments”—I am reading from his letter—“now directly support U.S. farmers in ways that were unimaginable even a decade ago. Tools based on NASA’s data and science, like OpenET, NISAR, the Rangeland Analysis Platform provide real-time, field-level insight into soil moisture, biomass, drought stress, water use, yield stability. These are not “future technologies,” he says. “They are already built, functional, and being used in states like mine today.” He mentions, “FIAT is a national farmer-science partnership that brings early development producers together with NASA researchers to co-develop practical on-farm tools using satellite data. This mission is to unite farmers with NASA to turn Earth observation technology into real-world decisions that support profitability, water efficiency, and risk reduction.”

A Kansas farmer found value in NASA. It is something we do not always talk about and think about when we think about space.

I am looking for your thoughts in response to what this farmer is reminding me of. How do you see NASA supporting or operationally developing the satellites that support precision agriculture? Tell me your response to this idea that NASA has a role to play in the everyday lives of Kansas and American agriculture?

Mr. ISAACMAN. Thank you for the question, Senator. I mean, at the present time we only inhabit one planet, and earth science is pretty vitally important. It is a role that NASA has had since the agency was established. We have Landsat satellites up there that are looking down, understanding droughts and flooding and wildfires, natural disasters, almost essentially in real time, that obviously play a direct role on the agriculture community. There is obviously our GPS constellations that are going to go hand-in-hand with agriculture equipment for next-generation farming. So I do see this as a vital role that NASA continues to fulfill.

Senator MORAN. I thank you for that statement, that commitment. I am pleased to be a member of this Committee, and I chair the Subcommittee on Aviation and Space. But I also serve as the Chairman of the Senate Appropriations Committee that funds NASA as well as the Department of Commerce. And Mr. Isaacman, have you had a chance to look at our budget, our appropriations bill, and any response to what our committee has approved and what we expect to be on the Senate floor in the next two weeks?

Mr. ISAACMAN. Well, Senator, I do not think I can really comment on any pending legislation other than to say that we will absolutely maximize every dollar Congress affords to the agency.

Senator MORAN. Would you expand that commitment to say that you will execute the funding that we provide to NASA in this legislation as it is intended to be spent?

Mr. ISAACMAN. Senator, I will always follow the law, sir.

Senator MORAN. Thank you. I would also use this opportunity to indicate on our success in bringing the Commerce, Justice, Science bill to the Senate floor. I encourage all my colleagues who are so excited about space exploration and going to the Moon, and going to Mars, and maybe who have an interest in agriculture and earth sciences, I would encourage them to actually vote for the appropriation bill so that we can, in addition to authorizing and confirming personnel, we can actually accomplish the goals that this Committee is spending time this morning highlighting.

Let me ask about another aspect. I have 14 seconds. Let me ask a question, in fairness, so that the gentleman from Tennessee is not ignored, that a bit follows the question of Senator Cantwell, and that is making sure that using ITA not only as a trade remedy and for export promotion but to be a proactive partner in shaping industrial policy, improving supply chain resiliency, and strengthening U.S. competitiveness. Tell me that you believe that is a significant component of what your job is and will be?

Mr. HAINES. Thank you, Senator. That is the core component of the job.

Senator MORAN. Thank you. Thank you, Mr. Chairman.

Chairman CRUZ. Thank you, Senator Moran. And Senator Kim has very kindly agreed to allow Senator Moreno to skip in front of him in line since Senator Moreno has to preside on the Senate floor. So thank you, Senator Kim, and I recognize Senator Moreno.

**STATEMENT OF HON. BERNIE MORENO,  
U.S. SENATOR FROM OHIO**

Senator MORENO. Thank you, Senator Kim, and that does not mean I am going to be less harsh on you in the pickleball court. But thank you for doing that. I appreciate that. Thank you, Mr. Chairman, and thank you, Mrs. Isaacman, for putting up with this double-take process. I am sure having a great, supportive spouse has been critical in your life like it has been for mine.

Mr. Isaacman, as the Administration looks to accelerate Golden Dome and strengthen national security space capabilities, how do you see NASA and the U.S. Space Force better coordinating their work in power, propulsion, communications, and hypersonic missile testing, especially given the unique test environments at places like Armstrong Test Facility, to avoid duplication and move faster?

Mr. ISAACMAN. Thank you for the question, Senator. So clearly NASA's job is the peaceful exploration of air and space. It is also not lost on us that this is a domain that is of great strategic importance, and I do think in a fiscally constrained environment it is important that we are not having duplicate infrastructure or various bespoke programs when we could have a more unified approach to it.

For example, a lot of the work that is done both at Glenn and Marshall Space Flight Center with nuclear has applications for peaceful exploration of space, surface power programs, but also Department of War implications. And I would hope that we could collaborate, at least with some of our counterparts in other agencies, again to avoid any duplicative spending or inefficient application of resources.

Senator MORENO. That is great. Speaking of nuclear, at NASA Glenn Research Center we are leading in the development of a 100-kilowatt lunar fusion reactor. How should NASA build on this leadership in nuclear power and propulsion to ensure that the U.S. stays ahead in returning to the Moon and reaching Mars?

Mr. ISAACMAN. Senator, I love that question. I think NASA is funded by the taxpayers to do the near impossible, as I mentioned in my opening remarks, what no other agency or organization or even company is capable of doing or dares to do. I think NASA should be evolving to work on grand, almost mini-Manhattan Project nuclear programs that have the benefit for surface power applications, especially when you are out of sunlight or you are undertaking discovery missions, let's say past Mars, for example, or even actually on the surface of Mars for manufacturing propellant.

So I think this working, whether it is on nuclear electric propulsion, nuclear thermal propulsion, surface power programs, there are a ton of applications that NASA should be working on in that regard. And when NASA does work on the near impossible, what no one else is doing, it attracts the kind of talent that wants to participate in those programs and achieve these kinds of, I guess, world-changing breakthroughs.

Senator MORENO. I appreciate that, and I look forward to having you and hosting you in Cleveland at NASA Glenn. A very easy trip from home. So I will not keep him long. He will be home for dinner if he comes and visits, as opposed to Texas, really far away. It is a very out-of-your-way trip to go down there. But Cleveland, right around the corner.

Mr. HAINES, the U.S. depends on specialized aerospace supply chains. What is your plan to strengthen domestic component manufacturing and reduce reliance on Chinese suppliers?

Mr. HAINES. Thank you for that question, Senator, and thank you again for meeting with me yesterday. I appreciated the time and hearing what your priorities are.

I would say three things. One is the role of Industry Analysis is to support a wide variety of trade policies. We are currently conducting a number of different investigations. We are supporting a number of different investigations, like Section 232s, 301s at USTR. And as a part of that we are understanding what these supply chains are, where they head, and how to create the incentives to bring those back here to the United States. We are meeting with industry regularly. Our Deputy Assistant Secretary for Manufacturing was just at the Dubai Air Show, met with Boeing, met with a number of different aviation companies, understanding what their needs are and coming up with creative solutions to bring that back here to America.

Senator MORENO. And last question, you do, obviously, a lot of data. I mean, your job is to really make certain that people understand what the set of circumstances are. Others opine and make decisions, et cetera. Would it be possible without President Trump's policies for us to have gone from 51 percent of the cars sold in America being made in America at the beginning of this calendar year, to where we are right now, which is at 57 percent and climbing of the cars sold in America being made in America? Without

President Trump's policies, would that 6-point swing in less than a year have been possible?

Mr. HAINES. No, Senator.

Senator MORENO. Thank you. No questions. Thank you, Mr. Chairman.

Chairman CRUZ. Thank you, and now I recognize Senator Kim.

**STATEMENT OF HON. ANDY KIM,  
U.S. SENATOR FROM NEW JERSEY**

Senator KIM. Thank you, Chairman. Mr. Isaacman, good to see you again. Last time around we had a lot of opportunities to be able to talk between the two of us. We both stressed how important NASA is and space exploration is to our country, to our science. And while we did not see eye-to-eye on everything, I was willing to support you.

Now you come before us again, and one thing that has come up that is on my mind right now is having seen a document named "Project Athena". So I guess I just want to ask you, what is Project Athena, and do you stand by what is in that document?

Mr. ISAACMAN. Thanks for the question, Senator. At the time of my previous nomination, moving into a new environment such as government service, and that responsibility is great as the leadership of NASA, I had caught a draft document that I continued to update, based on my interactions with, well, the briefing leadership at NASA's agency, my interactions with various Senators and their staff, basically ideas, thoughts on the direction the agency research requests. It was always something that was meant to be, you know, refined with actual data should I have been confirmed in it. But I do stand behind everything in the document. Even though it was written 7 month ago, I think it was all directionally correct, consistent with prior testimony and my interactions with various Senators.

Senator KIM. So you were the author of the document?

Mr. ISAACMAN. I am, Senator.

Senator KIM. Are you the sole author of the document?

Mr. ISAACMAN. I am, Senator.

Senator KIM. So I guess the challenge that I have is when you came before this Committee a couple of months, actually in response to the Chairman, you said to him, quote, "Senator, I have no intention as of now to say that I would cancel any program. I need to, if I am confirmed to be getting a job, understand where things are at." And what we had talked about is that if you were confirmed that you would go in, you would allow yourself to be in the job before you make these decisions, you would engage with the NASA employees and others.

So when I see in "Project Athena" comments like calling for a reevaluation of sustained lunar presence, I mean, you said to the Chairman today that you are committed to Artemis, committed to an enduring presence on the lunar surface. But then you just tell me right now that you stand behind the document and stand behind, I assume, this statement about reevaluating a sustained lunar presence?

So I am just having trouble understanding what to believe. So do you stand by that comment, that line in Project Athena, about reevaluating a sustained lunar presence?

Mr. ISAACMAN. Well, Senator, I mean, it was 62 pages worth of material, so I imagine any one sentence or so can be taken out of context. But in my prior testimony before this Committee I said it was imperative for us to realize our near-term lunar objectives. I think at the time I said, and determine the scientific, economic, and national security value of being on the lunar surface. I think today I come before you because there is overwhelming clarity within the Administration of not only to return to the Moon before our rival but also establish the infrastructure for an enduring presence. So that naturally, you know, 6, 7 months is an awful lot of time.

But, you know, I would say, Senator, there are probably 10 pages within that plan that call for research requests, to make sure that you gather the accurate information to inform a definitive plan. But I certainly do stand behind the idea that if anyone is going into a position of great responsibility it is better to go in with a plan than none at all, sir.

Senator KIM. But isn't it better also to have humility in the job and to be able to go and engage the experts and scientists who have been doing this work? I mean, I do not mind people having a vision and having priorities, but you had told this Committee that you would hold off on making up your mind. But the document very much came—and I was not trying to take anything out of context. I am giving you the opportunity to explain it.

For instance, you responded to a colleague of mine about the importance of climate science and the role that science is playing, NASA is playing in that way. But in the Project Athena you said, quote, well, you say, quote, "NASA should be taken out of taxpayer-funded climate science business and leave it for academia to determine." That stands in contrast, I feel like, with things that we have heard you say before.

So I guess I wanted to ask you, do you stand by that statement of taking NASA out of the climate science business?

Mr. ISAACMAN. Well, and Senator, first of all, I completely agree with you, by the way. I think humility is an important quality of leadership. And that is why, again, I would say if it is not 10 pages it could be 20 pages of the 62 that specifically call for research requests from across the associate administrators, the various subject matter experts, to inform a definitive plan. That is throughout the entire document. There are very—

Senator KIM. Did not seek a request. It was determinative in saying that it should take out. And also in terms of laying out cutting of thousands of civil servant positions. So look, I am out of time. We will follow up. But as I said, I am trying to be someone who can work together. I think this needs to be bipartisan going forward. But some of what I saw in that document was in contrast to things that I heard you say before, at least that you had assured me about. It is OK to say that you changed your mind or that you do not agree with everything that you said in that document. I had expected you to say that. But instead when you come here before us today and say that you stand behind what is in that document,

that causes us to have further follow up here to understand what your positions are.

Mr. ISAACMAN. And Senator, I would welcome any opportunity to get together, and I would happily talk through anything in that plan or that document and give you the rationale behind it, and I would welcome your feedback. To do this job is going to absolutely take the collaboration and cooperation with this Committee and Congress.

Senator KIM. Thank you for that. And with that I yield back.

**STATEMENT OF HON. ERIC SCHMITT,  
U.S. SENATOR FROM MISSOURI**

Senator SCHMITT [presiding]. Thank you. Mr. Isaacman, I wanted to ask you. So, let's just pretend you are in Missouri, among a group of students, constituents, just a good cross-section of my state. If you were to answer the question, why is it important that the United States of America gets to the Moon first or gets to Mars first ahead of the Chinese, what would be your answer?

Mr. ISAACMAN. Well, Senator, I think there are a couple reasons, one of which is fulfilling a promise that has been made by every President since 1989, and over \$100 billion that has been funded by taxpayers on our grand return to the Moon. I think it is imperative that we do so, and failing to do so calls into question American exceptionalism beyond just our expertise in the high ground of space.

Second, I do believe, as I mentioned in my opening remarks, that when we return, we will have an opportunity to determine and realize the scientific, economic, and national security value on the lunar surface. Now, an example I used in my previous hearing is that there is helium-3 on the Moon, not a lot of it, but certainly more than there is here on Earth, and that is predicted to be a more efficient source of fusion power.

Now, I mean, our foreign policy and wars have been fought for a century over sources of power. To get that wrong could have implications here on Earth that could change the balance of power.

Senator SCHMITT. We have, in this country, I think, a pretty robust ecosystem of new companies, small businesses, disruptors that have entered the fray here as it relates to whether it is commercial space exploration or travel or what have you. How can NASA, in your role, help cultivate that work with them? Because I do think that is one of the advantages we have over China in this race. What can you do in potentially this new role?

Mr. ISAACMAN. Senator, it is a great question. And a lot of people do believe generally these are new developments, but in reality, going back to the 1960s in the space race, NASA worked alongside some of our great aerospace companies. I mean, whether it was Boeing or McDonnell Douglas—

Senator SCHMITT. McDonnell Douglas.

Mr. ISAACMAN.—and Northrop for sure, sir. So, a lot of those names are still very relevant within the space program today. And then there are also a lot of new names that is referred to sometimes as new space or commercial space. I think it is going to take the contributions of the many to do the near impossible.

Now, where NASA can play a role, as consistent in the past, which is sharing its expertise and talent to help these new companies. When NASA does tend to figure out the near impossible and it is mature enough technology to hand it off to industry where innovation can improve upon the capability and lower cost, that is a great outcome.

I also think NASA can do a very good job expressing the need. What is the requirement? Because there are lots and lots of commercial space companies now. I think Ranking Member Cantwell mentioned, I think said over 1,000 in her state alone. That is fantastic. We just want to make sure they are all working on things that bubble up to our most important objectives.

So, I think NASA can do an even better job of working with industry to outline the problems that need to be solved and ensure we are concentrating American ingenuity in the right direction, sir.

Senator SCHMITT. Well, I think that to put on the parochial hat for a moment, I think St. Louis is a defense tech hub with former McDonnell Douglas and Boeing with their defense side, the NGA West, which is completing their new facilities, a lot of opportunities, which leads to sort of the next question on quantum. Washington University in St. Louis is doing a lot of really important work here. How do you see NASA's role in furthering that mission, to be on the cutting edge?

Because I think what I was getting at with the first question, all of this, civilizations come and go, right? And in many ways, whoever has the most advanced technology, whether it is warfare or on more of the commercial side, they tend to thrive and win out, win this great competition. And NASA is playing a very important role, and will continue to play an important role. How do you see, on the quantum side, NASA working with research institutions and the private sector?

Mr. ISAACMAN. It is an excellent, excellent question, Senator.

Senator SCHMITT. Thank you, by the way. Thank you for that.

Mr. ISAACMAN. I mentioned earlier about the importance of determining the orbital economy. So for 60 years, other than a few exceptions, the space economy has still come down to launch, observation, and communication, which is largely funded by the government. And if we do want a very exciting space-faring civilization in the future with lots of space stations and orbital lunar outposts and Mars bases, we are going to actually have to figure out that economy. There is a lot of prospect when it comes to quantum computing, quantum communications.

And what I would like to do is ensure that the highest potential science and research has an expeditious path to the International Space Station, so we can maximize that remaining life and then hopefully crack the code on the orbital economy that gives all the commercial space stations a fighting chance. So, quantum has a number of applications that can take advantage of the unique environment of microgravity, sir.

Senator SCHMITT. Well, thank you for your service, and I wish you all the best in this new position. Good luck. Yep.



**STATEMENT OF HON. GARY PETERS,  
U.S. SENATOR FROM MICHIGAN**

Senator PETERS. Welcome, gentlemen. Welcome to the Committee and congratulations on your nominations. Mr. Isaacman, welcome back to the Committee. You were here before for this position. And as we all know, President Trump withdrew your nomination earlier, citing concerns with your, I believe, political donations to Democratic candidates. And in a July 6th post on Truth Social, the President also stated that it would be absolutely inappropriate for you to head NASA given your close relationship with SpaceX CEO, Elon Musk.

Since that time, there have been additional reports that in the time between your nomination being pulled and now being renominated by the President, I think you have donated roughly \$2 million to President Trump's Super PAC.

So, based off this information, I am concerned that the decision-making around this position may not have been about ensuring NASA has strong leadership to carry out its mandate. So could you please explain what happened to make President Trump reconsider the decision to pull your nomination and what assurances you may have provided, if any, that your relationship with Elon Musk and SpaceX would not create a significant conflict of interest for you in this role?

Mr. ISAACMAN. Well, Senator, there is a lot there, so I will try and hit it all. If I miss—

Senator PETERS. Attack it all.

Mr. ISAACMAN.—If I miss anything, please ask me to correct. So, first and foremost, I would not even begin to want to speculate why the President nominated me, withdrew it, and renominated me other than to say I was grateful for the opportunity in the first place. It was an incredible experience. When the President pulled my nomination, he gifted me an extended summer vacation where I could take my kids on some adventures before they lose interest in me. And then I understand that he ran a competitive process and interviewed several candidates. I was grateful for consideration at the time and happy to be here now.

In terms of donations, I think it was covered over the summer, I actually felt I had enough exposure to Washington and got over maybe some of the initial intimidation factors, so much so that I thought perhaps I would have a political career, maybe be able to contribute for all the right reasons. So it should not be surprising that I supported the Republican Party. I mean, at the same time period, I probably made 30 times that amount in donations to charitable causes.

And then with respect to Elon Musk, that question comes up. In fact, every story I see that writes about my nomination refers to the Musk ally or the Musk friend. It is funny that in a world where everybody has a phone with a camera on it, there are no pictures of us at dinner, at a bar, on an airplane, or on a yacht, because they do not exist. My relationship with Mr. Musk is the fact that I led two missions to space at SpaceX because it is the only organization that can send astronauts to and from space since the shuttle was retired. And in that respect, my relationship is no different than that of NASA.

Senator PETERS. Very good. Mr. Haines, congratulations on your nomination to such a critical role, as well. If confirmed as the Assistant Secretary, you will oversee the Office of Industry and Analysis, which is housed under the International Trade Administration. As part of the office's responsibilities, I&A produces trade data that is responsible for informing trade policies and decisions across the Federal Government. I think it is safe to say, and I hope you agree, that without accurate data, the Federal Government and this Administration risk making shortsighted and ill-informed decisions that could impact domestic industries and workforces, as well as alienate some of our closest international allies.

As you may be aware, earlier this year, the President fired the Commissioner of the Bureau of Labor Statistics, which is responsible for compiling critical economic data like employment numbers, as well as the inflation rate. Not only was this firing clearly political in nature, because the President did not like what the data said, it also calls into question the accuracy of data produced going forward from the BLS.

So my fear is that this firing and other offices throughout the Federal Government, including I&A, which you will oversee, will face political pressures from the President to produce certain figures, certain metrics that align with his policy goals, rather than actually publishing what the country needs, which is unbiased data and statistics.

So my question for you, do you believe that there is any political influence in the data currently being produced by the Office of Industry and Analysis? And how do you plan, if confirmed, in ensuring that I&A continues to produce the unbiased data, which is absolutely essential to policymaking?

Mr. HAINES. Thank you for that question, Senator Peters. The short answer is no, there is no political bias in the data that we produce. And if confirmed, it will be one of my highest priorities to ensure that the data we receive both from industry partners, American companies, and from unbiased data sources, both private proprietary will remain of the highest integrity.

Chairman CRUZ [presiding]. Thank you. Senator Sheehy.

Senator SHEEHY. Thank you, Chairman. Mr. Haines, we have heard a lot about the politicization of job numbers and economic statistics over the past year since President Trump's taken office, but isn't it accurate that Gina Raimondo had an 800,000-job revision when she was Secretary of Commerce under the Biden administration?

Mr. HAINES. That is possible, Senator. I am not sure the exact statistics, but—

Senator SHEEHY. Yes. No, that is what happened. That is the facts. So we are routinely told that this Administration of the Republican Party has politicized numbers, we have warped data, and we have lied to the American people. And the truth is, we saw manufacturing flee this country, 97 percent of rare earths and critical minerals are processed in China. That data did not seem to move the needle at all despite us watching for decades as manufacturing-critical industries fled this country under overburdensome regulation and incentivization that sent those industries to other countries.

And every administration, whether they had politicized data, non-politicized data, they chose to either ignore the data or lie about the data and sent those industries overseas. And now we are paying for that every single day.

And Jared's job is going to be exponentially harder because so much of the critical materials he is going to need to send our astronauts back to the Moon and maintain space dominance does not come from America. And some of our most sensitive technology is built with components that are made in China, the very country that is working every single day to undermine our supremacy.

So I would like to hear your plan on making sure that not just that we have the data, but you are ensuring that data is shared in a timely manner so that we can make sure we are making policy decisions in this body, as well as in the Executive Branch, to ensure that we are bringing those industries back and ensuring we have dominance for the next century?

Mr. HAINES. Thank for that question, Senator Sheehy. First, you do have my commitment that we will be able to share that data with this Committee and work collaboratively to solve these critical issues.

In the Executive Branch, I can give one specific example. I&A plays a critical role in the investment committee that is currently tasked with solving our critical mineral supply chain issues. We are mapping mine-to-markets for all 54 critical minerals. We have identified over 700 projects, and have already deployed or committed letters of intent and term sheets for about \$16 billion worth of projects, covering about half of the 54 critical minerals. That is just one aspect of the work that I&A is doing in terms of providing that data and making sure that principals and decisionmakers in the White House, obviously Secretary Lutnick, have the information they need to make the decisions to solve these problems. And we will continue to do that, if confirmed.

Senator SHEEHY. Is there a statute that structurally ties you to the Department of War so that the economic data that you are gathering and synthesizing is actually communicated in a timely manner to the people that need to know at DoW?

Mr. HAINES. I am not aware of a specific statute. We do have good connectivity with the Pentagon, Office of Strategic Capital, and other areas within acquisition sustainment, partly due because we have just some cross-pollination of personnel and just good relationships with the folks over there, but it could be strengthened. And if there are ideas from this Committee of how to strengthen that, I will be willing to share them and would be willing to work with you to do that.

Senator SHEEHY. Yes. I would encourage you to do that because obviously what we have seen, again, especially in the last 35 years, is we have seen a pretty sclerotic bureaucracy overtake our defense acquisition system, which has placed process over outcomes. There needs to be a forcing function that ensures that DoW is not making procurement decisions and national economic strategy decisions related to our defense industrial base that are delinked from the economic reality of what happens here.

And unfortunately, there is not a real feedback loop there, and the results have been apparent. China build ships 230 times faster

than we do. They have the ability to put more planes in the air at times than we have missiles to shoot them down. They have more materiel on the battlefield, the ability to project that power. And when we talk about the space economy, every American interacts every single day with space a thousand times a day. They do not even realize it, you know, GPS. Without thinking about, we press go on the Apple Maps and do not realize that if we do not have an orbital infrastructure that provides that GPS data, life shuts down. I mean, Uber does not show up at the street corner with you anymore. Your DoorDash does not arrive.

Our entire life evolves around an orbital economy that will be critical in Jared's new role, but probably even more critical given your role to ensure we understand that those rare earths, the quantum computing that Senator Schmitt talked about, that all is going to derive from the data you provide DoW to make sure that our economic supremacy goes hand-in-hand with our military supremacy.

So I would encourage you to try to make that link a little more structural and strengthen that because it is going to be absolutely critical in the next 10 years. Thank you.

Mr. HAINES. Thank you, Senator.

Chairman CRUZ. Thank you. Senator Markey.

**STATEMENT OF HON. EDWARD MARKEY,  
U.S. SENATOR FROM MASSACHUSETTS**

Senator MARKEY. Thank you, Mr. Chairman. Good to see you again, Mr. Isaacman. You may recounter that during your last nomination hearing, you refused to confirm whether Elon Musk, with whom you have deep personal and financial ties, was present at the meeting that then President-Elect Trump offered you the job of NASA Administrator. So I wanted to give you one more chance to set the record straight. Was Elon Musk in the meeting at Mar-a-Lago when President Trump offered you the job?

Mr. ISAACMAN. Senator, it is great to have a conversation again. I thought we really ran this one to the ground last time. But what I will tell you, Senator, and I wish I had the opportunity to explain it further before, is my first interview with the President—I think I have had several opportunities since to reengage—was in a ballroom type setting, Senator. There were dozens of people moving in and out that I would not say were in the meeting.

Senator MARKEY. It is a very simple question. Was President Trump in the room when—was Elon Musk in the room when President Trump offered you the job?

Mr. ISAACMAN. Senator, my interview, my conversations with the President, and there were dozens of people moving in and out of the room, and I do not think it is fair to bring any of them into this matter.

Senator MARKEY. So once again, you are refusing to tell us whether Elon Musk was in the room that day. And that actually makes me think that Elon Musk was in the room that day, but that you understand that it is a clear conflict of interest that he was there. You are asking us to confirm you as the next NASA Administrator, and SpaceX gets \$15 billion from American taxpayers for its business with NASA. You also have multiple financial rela-

tionships with Elon Musk, including investments in SpaceX, a contract between his company, Starlink, and your payments company. And even more, you bought space flights from SpaceX. Mr. Isaacman, what was the value of these contracts for space flights with SpaceX?

Mr. ISAACMAN. Well, I mean, Senator, just to clarify on these points, I have no direct or indirect equity exposure to any aerospace company, including SpaceX. I have disclosed all of my financial ties to the ethics officials at NASA as well as the Office of Government Ethics. They have generated an ethics letter. I fully intend to adhere to it.

I more than acknowledged that I went to space twice with SpaceX, but I point out they are the only company capable of sending astronauts to and from space since the shuttle was retired. My relationship with them is no different than NASA's. In fact, if there was more than one company, I suspect I would have paid less.

Senator MARKEY. So what was the value of the contracts for space flights with SpaceX?

Mr. ISAACMAN. I mean, Senator, I do not think it is lost on anyone that going to and from space is rather expensive. We never disclosed the—

Senator MARKEY. Well, your financial paperwork suggests that was over \$50 million. So was it \$100 million? Was it \$200 million?

Mr. ISAACMAN. Senator, I mean, we have never disclosed it other than the fact that we were able to raise substantially more than the cost of the mission for charitable causes like St. Jude.

Senator MARKEY. So you won't tell us how much you paid the man who publicly campaigned for your nomination. Will you request that SpaceX release you—

Mr. ISAACMAN. They did not give me a discount, Senator.

Senator MARKEY. I appreciate that, but you were paying him. Will you request that SpaceX release you from the NDA so that you can provide the Committee with this information?

Mr. ISAACMAN. Senator, I will commit to always work with the appropriate ethics professionals to make sure I am continuously in compliance with my ethics agreement.

Senator MARKEY. Will you ask them to release you from the NDA so that you can provide that information to the Committee?

Mr. ISAACMAN. I have no issue asking them to release me from non-disclosure, Senator.

Senator MARKEY. OK. That would be helpful. Mr. Isaacman, can you tell us, since President Trump initially withdrew your nomination, have you had any communication with Mr. Musk about the job of NASA Administrator?

Mr. ISAACMAN. I have not, Senator.

Senator MARKEY. You have not. So the American people actually deserve to know how much money you have spent personally on SpaceX and whether the head of SpaceX and Starlink, Elon Musk, was personally involved in your nomination, because we are looking at conflicts of interest so big that they have their own center of gravity, and we just have to make sure that it is all out there and it is fully understood by the American people.

And since your last nomination, we have received the President's 2026 budget request, which proposes a nearly 50 percent cut to

NASA's science funding. Do you support President Trump's proposal to cut NASA's science funding in half?

Mr. ISAACMAN. Senator, I certainly support the President's goal of reducing the deficit and shrinking our national debt. Now, an awful lot has happened from the initial Presidential budget request, to the Continuing Resolution that we have been operating in, to the One Big Beautiful bill that has plussed up additional funding for NASA. So if I am confirmed, I would love to get my arms around where we are presently at.

Senator MARKEY. Well, a 50 percent cut to the NASA science budget is dramatic. And considering reports about your, quote, "Project Athena" plan for NASA, which literally banks on the decimation of our scientific abilities, among other things this document calls for NASA to stop collecting its own data and instead set up a taxpayer-funded subscription service from private companies for their products, companies that will set their own price for data that NASA needs to function on an ongoing basis.

Would Starlink or SpaceX be companies that NASA would potentially have to turn to to obtain data?

Mr. ISAACMAN. Well, Senator, first of all, I think pretty much everything you just said there was not correct. What that draft document contemplated was working with commercial companies for certain types of earth observation data, not SpaceX or Starlink. I think I specifically called out Planet and BlackSky as examples of companies that might be able to deliver Earth observation and climate science data at lower costs, specifically to free up resources for other planetary science missions that commercial companies are not capable of doing.

Senator MARKEY. Well, I would say this. The proposal—and this is the truth—the proposal would strip NASA of parts and instead transfer taxpayer funds directly to the bank accounts of Starlink and SpaceX, companies owned by the very same man who may or may not have been in the room when Trump offered you the job. And we are just going to have to keep a very close eye on what will unfold at NASA if you are confirmed.

OK. Thank you, Mr. Chairman.

Chairman CRUZ. Thank you. Senator Budd.

**STATEMENT OF HON. TED BUDD,  
U.S. SENATOR FROM NORTH CAROLINA**

Senator BUDD. Thank you, Mr. Chairman. Thank you all for being here. Mr. Isaacman, great to see you again. Let's talk about NASA's Quesst program of quiet supersonic. It is designed to derisk the science, validate the quiet supersonic technologies, and then let American industries like Boom, for instance, which has a presence in North Carolina, let them take the lead in building the commercial market.

So as Administrator, how will you ensure that NASA stays focused on enabling that new industry and avoids creating unintentional regulatory or technical barriers for the next generation supersonic flight?

Mr. ISAACMAN. Well, Senator, this is certainly a subject that I am pretty passionate about. I do think it is NASA's job, I believe it is funded by taxpayers, to explore the near impossible in air and

space. And when they arrive at a major development and that capability is mature enough, to hand it off to industry where competition can drive innovation and bring down costs.

X-59 is an interesting example. There is some overlap with what Boom's doing. I think actually Boom is an extraordinary company. I would love to see a lot more American companies trying to break the status quo and take on big, bold projects like that.

I think NASA just needs a lot more X-planes, honestly. That was a really exciting one that we all had an opportunity to watch rather recently alongside the recent performance from Boom. But I would love to see us have multiple programs that are exploring radical designs in airframe and propulsion. And when they do have those breakthroughs, not dissimilar to the 1970s, 1980s when NASA was experimenting with fly by-wire and thrust vectoring capabilities that have made their way in commercial aircraft as well as military aircraft like the F-22.

Senator BUDD. Do you think there is a problem with Quesst eventually competing against Boom? Do you think that is a potential problem?

Mr. ISAACMAN. No. I would certainly hope—

Senator BUDD. I would say the whole industry, not just Boom in particular.

Mr. ISAACMAN. I would certainly hope not, Senator. I actually do not think NASA is at its best when it is doing what industry is doing, because at that point, talent would naturally probably gravitate to industry where they get the advantage of, who knows, appreciating stock options and such. I think NASA should constantly be recalibrating to work on that near impossible, what no one else is doing, which is going to attract that kind of exciting technology, that is going to attract that kind of talent to work on that exciting technology. When they figure it out, they hand it off to industry, and they recalibrate to the next big, bold endeavor. I think that serves the talent workforce and the mission of NASA very well.

Senator BUDD. Thank you. In your testimony earlier, you were clear that United States is in the middle of a second space race. The great rival that you mentioned spent more than a decade establishing a space Silk Road, offering collaboration on satellite space launch, space infrastructure development to more countries across the Middle East and North Africa.

So how does this sort of space diplomacy from an adversary affect our prospects for continuing dominance in space? And what is your vision for space diplomacy of ours?

Mr. ISAACMAN. Well, Senator, I think there are a couple parts to that. So first, NASA has always been referred to as a soft power. There are lots of diplomatic implications to their mission. A lot of our greatest endeavors are worked on with our allies across Europe, the Middle East, Canada, for example.

I think what is concerning now is that some of these countries have more than one choice. So for the longest time period, America owned the ultimate high ground of space, and that attracted the interest of many nations to want to collaborate and partner with us. The Chinese do have their own space station now. They went from a single taikonaut in orbit approximately 20 years ago to having

a space station where they are launching at an extraordinary cadence.

So I think this is why there needs to be urgency to take a close look at NASA, what is going right, and do a lot more of that, and the things that are going wrong, to clear those obstacles and paths so we can get back to doing world-changing missions again.

Senator BUDD. Yes. Sounds great. Thanks again for your time. Chairman.

Chairman CRUZ. Thank you. Senator Luján.

**STATEMENT OF HON. BEN RAY LUJÁN,  
U.S. SENATOR FROM NEW MEXICO**

Senator LUJÁN. Mr. Chairman, thank you so very much for that and for calling this hearing. Mr. Isaacman, welcome back to the Commerce Committee. I guess I will just start out by simply asking, Mr. Isaacman, do you believe in science?

Mr. ISAACMAN. Of course, Senator.

Senator LUJÁN. Do you support science?

Mr. ISAACMAN. I do, Senator.

Senator LUJÁN. You have conducted a lot of science experiments throughout not just your youth, but through your career. Correct, sir?

Mr. ISAACMAN. Yes, sir.

Senator LUJÁN. I appreciate that. Now, a few of my colleagues have raised the concern about the nearly 50 percent cut to NASA's Science Mission Directorate, a directorate that is explicitly foundational to NASA's 1958 congressional charter. I think by the very nature of the number of questions that you are receiving today from colleagues about NASA, it shows the broad support for the science mission at NASA, as well. Congress has already made clear that we rejected these cuts and will continue to fund the scientific missions that uphold NASA's statutory purpose.

My question, yes or no, is do you agree that NASA has a statutory obligation under its founding charter to conduct and support Earth and space science for the benefit of the nation?

Mr. ISAACMAN. Yes, sir.

Senator LUJÁN. I appreciate that. This is going great, Mr. Isaacman. Many of NASA's science programs are not commodities. You cannot run a value-added calculation on dual-use information that supports both science discovery and national security. Now, for example, these missions provide indispensable space weather data. We were chatting about that before. I appreciate my colleague reminding us all across America when we pull out our devices or we are depending on the simple services that we interact with every day, that we are touching some of this, and we depend on it.

Like your friend, Mr. Musk, I would say some of the commercial actors, they depend on after solar activity has repeatedly disrupted their constellations, as well. Now, NASA, Earth Science assets also ensure GPS integrity, track environmental changes, everything you just described. U.S. military readiness, critically important. National security, the importance of the Science Directorate.

So let me ask you directly, yes or no, will you execute the funds appropriated by Congress for NASA's critical science missions exactly as Congress has directed?



Mr. ISAACMAN. Yes, sir. We will maximize the scientific value of every dollar that Congress affords the agency.

Senator LUJÁN. I appreciate that very much. My last question is, while I did not support the reconciliation bill that passed over the summer, there are pieces of it, particularly in NASA's section, that hold promise, and I appreciate the inclusion of them. For example, the NASA section funds a Mars telecommunications orbiter, specifically one that was proposed independently when NASA solicited its commercial industry for Mars sample return mission architecture from space. I see you nodding. You are very familiar with this, I imagine.

Mr. ISAACMAN. Reasonably familiar, Senator.

Senator LUJÁN. The orbiter would not only support future exploration missions, but most importantly it would help support the critical comms relay needed for existing and future science missions like the Mars sample return.

Now, New Mexico is home to companies like Rocket Lab who produced the world's highest efficiency space-grade solar and powered critical NASA missions and would power the MTO, for example.

So yes or no, do you commit to following through on the letter of the law and ensuring a rapid acquisition strategy for the MTO to be able to deliver it by the law's 2028 due date?

Mr. ISAACMAN. Senator, my commitment to you and all the other members is always to follow the law. As a space enthusiast, I am super excited about any activities that open up further science and discovery on Mars.

Senator LUJÁN. I appreciate that very much. Thank you, Mr. Chairman.

Chairman CRUZ. Thank you. Senator Klobuchar.

**STATEMENT OF HON. AMY KLOBUCHAR,  
U.S. SENATOR FROM MINNESOTA**

Senator KLOBUCHAR. Thank you very much, Mr. Chairman. And I am going to start out with a kind of interesting question about agriculture data, Mr. Isaacman. I do not think many people understand that NASA satellite data is hugely valuable for farmers. Programs like NASA Acres and NASA Harvest use satellite imaging to forecast production and monitor crop yields. I am the Ranking Member on the Ag Committee, and I have introduced legislation called the "Agriculture Innovation Act" to strengthen that data collection.

Could you talk about your plans to preserve and expand those types of monitoring programs, weather patterns, and the like, and how you can better work with the Department of Agriculture?

Mr. ISAACMAN. Sure, Senator. I appreciate the question. As I mentioned with Senator Moran before, at the present time we at least inhabit only a single planet, and it is probably important for us to continue to study it to the greatest extent possible. NASA has had a long-running program with Intelsat. I fully support that we should be gathering data that especially contribute to hardships here on Earth. I mean, obviously there are great agriculture opportunities, but these can be impacted by droughts and wildfires and flooding. And grateful that NASA has the capability to gather some of this data in real time. I do not see that going away ever.

Senator KLOBUCHAR. Thank you. Other end of our state, Mayo Clinic, which I am sure you are aware of, they have been involved in space medicine since 1960, when research related to the force of gravity during acceleration influenced the position of seats for the Mercury space flight program. And most recently, they have identified some important research project in the field of aging, regenerative medicine, that can be conducted in space.

How will you continue to support NASA and institutions like Mayo's efforts to advance science that helps here on Earth?

Mr. ISAACMAN. Senator, I could not agree with this area of study more. We are actually quickly reaching a point where it is no longer a technological limitation for deep space type missions, but human physiology and psychology. So in that respect, I obviously fully support all the studies that can be done so that when the day comes that we actually send NASA astronauts to Mars, that they can come home healthy enough to tell us about it. This is probably the single greatest accomplishment we have had on the International Space Station over the last quarter of a century, is keeping humans alive in an environment that is quite challenging.

Senator KLOBUCHAR. Mm-hmm. And then just on the research side, a lot of academic institutions like the University of Minnesota rely on publicly funded data from NASA's missions. And as NASA continues to partner with private firms, the commercial data is not as easily accessible to researchers. And I think it is a balance. Obviously the partnering with private has brought with its some success, but then you want to have the public institutions be able to access that data for the public portion of this, which has helped us. I am not going to go through all the inventions and things that have come out of this type of space mission.

So what steps will you take to ensure that data from NASA missions continues to remain available for researchers across the country?

Mr. ISAACMAN. Senator, I actually, I fully support it, and I think this actually goes to some of the questions from Senator Markey before. I absolutely think that NASA should be making available all of its data, especially its earth observation data, freely to academia so they can draw their own conclusions from it. I do not think it is the most helpful every 4 or 8 years when administrations change that certain scientific positions become overly political. I think that we should be making that data available to academic institutions and let their scientists and research draw their own conclusions.

Senator KLOBUCHAR. Thank you very much. Mr. Haines, congratulations on your nomination. We have a lot of manufacturers in my state, a lot of them high-end robotics manufacturers. We do a huge amount of trade, not just in the Ag area where we are fourth in the country for Ag exports, but throughout our industries.

Could you talk about data that the Department of Industry and Analysis can provide Congress and the public transparency data with the price impacts of things? We are obviously concerned about tariffs.

Mr. HAINES. Thank you, Senator. I would say a few things. We usually provide data as it compares to bilateral trade flows and sectoral competitiveness, not provide broad economic data in terms

of labor statistics or GDP growth or anything like that. Any data that we do have on specific sectors, especially as they are in your state, I am happy to discuss those with you and your staff. And by the way, thank you to your staff for meeting with me yesterday and understanding a little bit more about your priorities on the Committee. So absolutely, if confirmed, a commitment to you to provide the data that we do have.

Senator KLOBUCHAR. Very good. And I think my time is running out. I will put this in writing. But I do a lot with Brand USA. And Senator Sullivan and I just introduced major reauthorization of this. And Senator Rosen over here cares a little bit about this, representing Las Vegas. And so just anything you can do to strengthen programs like Brand USA, that do not use taxpayer dollars, to ensure we continue to remain competitive with U.S. tourism, and especially with World Cup, the 2028 Olympics, and other major, major events that are coming up.

Mr. HAINES. Yes, ma'am, Senator, you absolutely have my commitment to do that. I have met with Fred Dixon and Brand USA multiple times. The Secretary has met with them multiple times. And we look forward to working with them in a collaborative effort to make sure that travel and tourism remains competitive.

Senator KLOBUCHAR. OK. Thank you.

Chairman CRUZ. Thank you. Senator Young.

**STATEMENT OF HON. TODD YOUNG,  
U.S. SENATOR FROM INDIANA**

Senator YOUNG. Well, thank you, Chair. I thank our nominees so much for your interest in serving. Mr. Isaacman, enjoyed our breakfast some days ago, and I expect to support your nomination and very much appreciate your presence here.

Mr. Haines, congratulations. The global economy is increasingly driven by cross-border data flows, digital services, and online platforms. And U.S. firms are facing more foreign barriers such as data localization rules and discriminatory digital taxes.

Within ITA, Industry and Analysis is already involved in tracking these digital barriers and advising on market access for U.S. providers. If confirmed, Mr. Haines, how do you see I&A's role in digital trade evolving, and what would be your top priorities for ITA's work on open digital markets and cross-border data flows?

Mr. HAINES. Thank you for that question, Senator Young, and I appreciate also speaking to your staff yesterday.

Senator YOUNG. Yes, sir.

Mr. HAINES. It was good to hear your priorities.

I would say two things. Within the Deputy Assistant Secretary for Services, which is under the Assistant Secretary for Industry and Analysis, we run two specific programs that focus on data privacy. One is the cross-border privacy rules, or CBPR. It is a voluntary certification where U.S. companies can opt into essentially adhere to robust data protections. And we then request that various countries recognize those rules and adhere to those standards.

As we have been going through the agreements on reciprocal tariffs or any of the bilateral trade agreements, we have been making sure that CBPR is front and center in terms of the standard that

we want to hold our bilateral trading partners to in the digital space.

The second program and its sister programs would be the U.S.-EU data privacy framework. We have also started a program with the U.K. and the Swiss. I think it provides a very firm foundation in terms of allowing free flow of personal data from Europe to the United States. I think those are two good foundations that we could expand upon, especially as we are getting into the U.S.-EU trade agreements, as Secretary Lutnick is heavily involved in, and we will be supporting him and his efforts, knowing that that is going to be a cornerstone of the agreement.

Senator YOUNG. Thank you, Mr. Haines. Mr. Haines, on another matter, China's predatory practices in sectors like steel, critical minerals, and advanced manufacturing have continuously put sustained pressure on U.S. companies. Inside ITA, Industry and Analysis brings together industry engagement and trade policy analysis, so it sees both what companies are experiencing and how the rules of the system are working in practice.

If confirmed, Mr. Haines, what are a few concrete things you would build or change inside I&A to sharpen ITA's China work? For example, specific analytic products, priority sectors, or support for trade agreement enforcement.

Mr. HAINES. Thank you, Senator. The most current concrete example I can provide you again is our current work on mapping critical mineral supply chains. I mean, this is the main trade issue in the U.S.-China trading relationship, and one that the President and Secretary Lutnick are laser focused on solving. Currently, we are providing mapping information for all 54 minerals. We are really focusing on the processing and refining side of the equation, given that, in that sense, China dominates the supply chains there. And we are going to continue to work with the White House-led Investment Committee to ensure that we not only understand those supply chains but are able to secure them and thus secure a number of different sectors that are downstream that require these critical components. So if confirmed, that would be one of my main focuses is to continue that work and help to secure those supply chains.

Senator YOUNG. Well, since your point of emphasis is on critical minerals, maybe you could speak to this. I have advocated for a number of years running that our country developed a national economic security strategy. This would be an analog to our national defense strategy. A subset of an economic security strategy would be a strategy for critical mineral resilience and sourcing on an ongoing basis.

Might I&A play a role in development of a written strategy subject to scrutiny, but ultimately some measure of consensus around what the policy is so that we could develop a policy that would endure beyond this Administration, just as we do through a national defense strategy?

Mr. HAINES. Yes, sir, Senator. I would imagine that any strategy like that would probably be White House-led, like a national security strategy, national defense strategy. And if something like that were to come into existence, I would imagine that we would abso-

lutely be asked to provide support in developing that. And if it does come to fruition and I am confirmed, I would be delighted to do so.

Senator YOUNG. Well, great. Well, I hope we will have an opportunity to work together on that broader matter, which I agree would have to come from the White House. I know they are listening, so I thought I would bring it up. But I expect that I will be supporting your nomination, and thank you for answering my questions. Chairman.

Senator SHEEHY [presiding]. Senator Rosen.

**STATEMENT OF HON. JACKY ROSEN,  
U.S. SENATOR FROM NEVADA**

Senator ROSEN. Well, thank you, Mr. Chairman, and thank you to the witnesses here for taking us to space and a little bit more, I will say, Nevada specific because we have a proud graduate of University of Nevada Reno here who knows lots about critical minerals in our state and tourism in our state. And I fully support working on a national strategy because Nevada, of course, has some of the largest critical mineral deposits in the country. And so we are very mineral rich, as you know, and thank you for being here.

But I am going to focus a little bit on tourism. I am going to bring us down to Earth and ask about my travel and tourism work and some of the bills that we have had. Because in 2023, I had a bipartisan bill, the Omnibus Travel and Tourism Act was signed into law. And that bill created a position of Assistant Secretary of Travel and Tourism at the Department of Commerce.

The new position is a first tourism-dedicated Assistant Secretary in the United States, and among other matters, is responsible for setting annual visitation goals, creating whole-of-government strategies to ensure that visitation goals are met, establishing inter-agency coordination to support U.S. tourism, which I would argue is in the top economic driver of every state in our great nation. This new office will also play an essential role to reducing barriers to travel and leveraging new technologies to make travel safer and more efficient.

However, despite the critical importance of this role, especially as the tourism industry continues to face significant challenges amid global uncertainty, the position remains vacant. Moreover, there is currently no Deputy Assistant Secretary for Travel and Tourism in place either. As a result, the National Travel and Tourism Office is led today by an Acting Deputy Assistant Secretary, further underscoring the leadership gap in this space.

And so it all means that tourism remains a suboffice, although critical to our national economy, remains a suboffice overseen by the Assistant Secretary for Industry and Analysis position, for which you are nominated, rather than by a new Assistant Secretary dedicated solely to focusing on the ecosystem. And it is an ecosystem. It is weather, it is infrastructure, it is workforce, it is broadband. We could go on and on, but someone who really focuses on this strategy for our economic growth.

So Mr. Haines, fully implementing the Omnibus Travel and Tourism Act, filling these key leadership roles are essential to strengthening our travel and tourism sector, our business sector.

So can you speak to the importance of prioritizing travel and tourism substantial benefits, the tourism industry provides the economic impact tourism business travel provides and how will you support that, if confirmed, and until such time we can get an Assistant Secretary for Travel and Tourism?

Mr. HAINES. Thank you, Senator Rosen. I knew I could expect a good robust travel and tourism question from you in the great state of Nevada.

Senator ROSEN. Like I said, you lived in Nevada a long time so you know how to even say Nevada. Thank you.

Mr. HAINES. Yes, ma'am. So a lot to unpack there. Well, first you will be happy to know that our Deputy Assistant Secretary for Travel and Tourism is going to start in January, Rob Leary. He is going to be absolutely excellent. We are excited to have him. And he will be spearheading a lot of the important work that you just highlighted.

Senator ROSEN. Come bring him to our office to meet our team, please.

Mr. HAINES. Yes, ma'am. I would love to have the same invitation as well, if possible.

Senator ROSEN. Yes, absolutely.

Mr. HAINES. I would say three things that I would be focused on to boost travel and tourism. Number one would be to modernize the survey for International Air Travelers Program, which is housed within NTTO. It is currently done by hand. We have only been able to get about 100,000 surveys of international visitors a year, well short of the one percent mandate by this Committee. We just put out a competitive bid a few months ago to digitize and automate that, hopefully getting more robust insights into travel and tourism trends and be able to capture a larger data set, and through that, be able to come up with better strategies at a more granular level to attract visitors.

The second piece would be, we are rolling out a new tool this month, hopefully. And if confirmed, I would love to come talk to you about that. And it is going to be a 50-state travel and tourism competitiveness matrix to where we currently understand where the United States fits in terms of global travel and tourism competitiveness. This would be able to say the state of Nevada hypothetically ranks number nine in attractiveness because they love the gaming, the food, the entertainment, but international visitors thought the weather was bad, the infrastructure, just you name it. And be able to come up with concrete recommendations for every 50 states of how to increase their competitiveness as a travel and tourism destination. This is a program that we are very excited about, and we would like to roll out far and wide.

Senator ROSEN. I would look forward to collaborating with you on that because we have been doing a lot of work on it over the last 6 or 7 years, and I have some significant input that might be helpful to you. And I welcome you coming, working with our team to make it as robust as possible, because there are a lot of pieces and parts that go into making places attractive. A lot of it is infrastructure. And so there is a lot to talk about there. So I appreciate that.

Mr. HAINES. Yes, ma'am, Senator Rosen. And on the Assistant Secretary piece, obviously, only the President can nominate someone. I will say with the, let's say bureaucratic minutia, the authorization is well recognized. I know that Secretary Lutnick puts a high value on that. Still would need an appropriation to build it out. I think it is going to be about \$3.5 million.

Senator ROSEN. We have appropriated the money in prior budgets.

Mr. HAINES. Currently, our NTTO budget is about \$7 million, \$6 million of that is SIAT, and at least within the \$56 million or budget within I&A. I do not want to say there is no money in the banana stand, but I think we would be looking to a specific appropriation from CJS to build that out.

Senator ROSEN. Thank you. I see my time is up. I see Senator Capito there. Thank you. Mr. Isaacman. I will submit my questions on microgravity and other things and all great space for the record. Thank you.

**STATEMENT OF HON. SHELLEY MOORE CAPITO,  
U.S. SENATOR FROM WEST VIRGINIA**

Senator CAPITO. Thank you. Thank you both for being here, and Mr. Haines, thank you for your willingness to serve. I think most of my questions are going to go to Mr. Isaacman, so I did not want you to take that as a slight in any form or fashion.

I have been a strong supporter of the growing West Virginia—we talked about this—West Virginia, Pennsylvania, Ohio space economy for many years, and believe that this region, perhaps best known for its energy and infrastructure prowess, has a unique opportunity to emerge as a leader in space energy and infrastructure.

So Mr. Isaacman, as someone who has built successful businesses in Pennsylvania, what role do you see for states like Pennsylvania, West Virginia, and Ohio working regionally that can share the space and technology attributes that are not in Texas, Alabama, Florida, California—I am glad Senator Cruz is not here—in shaping the future of America's space ambitions?

Mr. ISAACMAN. Senator, I really appreciate the question. Certainly as a resident of Pennsylvania, I would love nothing more than to see more of our students who graduate go in fields that are relevant to aerospace. But I have said many times, I mean, in order to deliver on NASA's world changing mission, it is going to require contributions from the best and brightest around the Nation. So all those states you mentioned before are certainly incredibly important. They have centers that are located in them that contribute greatly to NASA's mission, but we are going to need an incredibly growing workforce over the years that is going to come from across the Nation.

Senator CAPITO. I like the answer, the Keystone Space Collaborative, which is what I was talking about. I think also when you have centers of excellence around and participating in the manufacturing or the technology or innovation, it inspires the next generation. You can have cooperative agreements, internships, and other things to get that next generation.

I would note yesterday I was sent a letter that was sent to the Chairman and Ranking Member where numerous former astro-

nauts spoke in favor of your nomination. I think when you and I spoke before, I spoke about one in particular that I have great admiration for, and I saw her name on the list, Peggy Whitson. So that is good enough for me. She is a remarkable astronaut woman and inspiration to the generations. And she came to West Virginia with me, and our young girls were just awestruck by her. So congratulations on securing that letter. I think that goes a long way.

I want to talk about IV&V that is located in the Katherine Johnson Parkersburg—it is not in Parkersburg—in Bridgeport. Katherine Johnson IV&V facility, as you know, this does the independent verification and validation. There is always this sort of looming threat that all of this is going to get privatized. I would certainly argue for that facility being very cost-effective, efficient, and the capabilities are tremendous there. I would like to talk to you about this in greater depth when your nomination is positively affirmed by this Senate, and by looking to not outsource what they do, but to maybe grow that presence. And so would you be willing to work with me on this?

Mr. ISAACMAN. Absolutely, Senator. And also very, very grateful that an Astronaut Hall of Famer like Peggy signed the letter of support. It means so much, along with all the other 35 astronauts who signed it.

I am very interested in taking that visit, ma'am, because I think in a world that we all envision someday in the future with lots of space stations and deep space missions, the reliance traditionally on mission control and hardware will diminish as we need to have more onboard decisionmaking and perhaps even the inclusion of AI onto some of our vehicles and even satellites, which will only increase the importance in terms of the integrity of the software. So I think it will obviously have a continuing role to support NASA, but perhaps many other agencies within the government as well.

Senator CAPITO. Good. Yes, we have been trying to expand that.

I would just very quickly, and this is not a short answer kind of question, but as we see the pursuit of our space program and others around the world, the Chinese in particular, to try to get back to the Moon, there is a lot of discussion on power generation on the Moon. And I do not know what your thoughts are here. I do not know if lunar surface power programs, I know it is talked about nuclear, but also solar. I mean, what are your ideas here and how far along are we on this?

Mr. ISAACMAN. Senator, so I love this topic, so I could far exceed our time here. So I want to offer up, I would welcome any opportunity to discuss further, but I am very big in nuclear and space. I mean, there are numerous applications for it. There are propulsion applications with nuclear electric, nuclear thermal propulsion. There are surface power requirements. We are going to need surface power for applications that do not have direct sun exposure. We are going to need surface power to likely manufacture propellant for missions to and from Mars and certainly deeper space exploration missions where just there is less solar effectiveness. So it is an area that I think is squarely within NASA's mission to be working on the near impossible to do what no one else can do and attract the talent that will want to work on exciting many Manhattan Project-like programs.



Senator CAPITO. Thank you. Thank you both, and thank you both for your willingness to serve.

**STATEMENT OF HON. JOHN HICKENLOOPER,  
U.S. SENATOR FROM COLORADO**

Senator HICKENLOOPER [presiding]. Thank you, Senator Capito. Let me start with Mr. Haines. We followed the discussions around critical minerals. I want to make sure we emphasize that is a bipartisan effort. I think the coordination and continuity of programs, there is not a pendulum going back and forth between administrations, focusing on the access to capital, workforce training. We are woefully behind not just China, but many of our allies in terms of how we find that workforce. So I will not rebuild that or re-litigate that discussion. I just only want to emphasize it is bipartisan. This is something that should be a high priority.

I do want to talk a little bit about some of the things, telecommunications, cyberspace, AI, quantum technologies. Colorado has a dense ecosystem there. And I think especially along with AI, quantum has—it is a field of intense competition between the United States and our rivals, our adversaries. So as our capabilities mature in quantum, in quantum sensing, quantum communication, computing, obviously, how can you help ensure that our quantum technologies are only exported to trusted markets?

Mr. HAINES. Thank you for that question, Senator. I would say the Assistant Secretary for Industry and Analysis does not play an active role in export licensing policy. That is our colleagues at the Bureau of Industry and Security, or BIS. I will say that we have and will continue to gauge actively with industry to see where those markets exist and also understand the national security implications of those technologies, where they rack and stack in terms of competitiveness with international competitors. And we could provide that information to the Bureau of Industry Security as they are making their licensing decisions, but we are not actively involved in any export licensing policies or decisions.

Senator HICKENLOOPER. Great. I appreciate that. And I think we have got a lot of work to do on there.

Mr. Isaacman, we share the same bipartisan goal that the United States should be laser-focused on returning American astronauts to the Moon, reaching the next frontiers in space exploration. I think I am still the only scientist in the Senate who has actually provided peer-reviewed papers.

Back in May, you answered some of our written questions. I thought this was very well stated, and so I repeat it, that you want NASA to be a force multiplier for science, which I think is essential, launching more missions, more telescopes, more probes, more rovers. You also said that you can be expected to be a passionate advocate for science. All of NASA's science and exploration missions, including both planetary and earth sciences, prioritizing these efforts is not about choosing one over the other, but rather identifying where the greatest breakthroughs are possible.

Certainly now you are dealing with a budget issue that is fairly dramatic. So I wanted to see how you balance that. Can you confirm where you believe NASA's scientific and exploration mission—

I mean, are they complimentary or do they end up becoming, because of budget issues, mutually exclusive?

Mr. ISAACMAN. Well, Senator, first, I think the scientific side of NASA is just as important as human exploration, as is our work in aeronautics and technology development. I think that, as I mentioned to some of the other Senators before, I understand earlier this year we had a Presidential budget request. Of course, I do absolutely support the President in the goal of reducing the deficit and ensuring the Nation is on good footing.

But that said, a lot has changed since then. I mean, and this is something that if I am confirmed, I would love to get my arms around because we have been on a Continuing Resolution. I mean, earlier this year, I understood that perhaps even the Nancy Grace Roman telescope might not launch under initial budget requests. I have since been informed that that is no longer the case.

So simply put, Senator, I would love to know where we stand today, but as I have told other Senators, in terms of dollars allocated from Congress, we will absolutely maximize the scientific value of every one of them.

Senator HICKENLOOPER. Sure. I appreciate that. And the Nancy Grace Roman telescope is a good example. Is Goddard Space Flight Center in a similar position in terms—I know that they are looking at certain potentially draconian changes to their budget.

Mr. ISAACMAN. I mean, Senator, nothing more than I would—I mean, I would read the same things that other people do. If you ask me, I think Goddard is very important to spearheading the scientific efforts of NASA.

Senator HICKENLOOPER. Right. Great. We agree. I appreciate that. And I do recognize the difficult choices that tight budgets create for all of you, and appreciate that,

I am out of time, even though now I am left to be the Chair, I think the compulsion is that I have to curtail my questions, but I have a couple more questions I am going to submit in writing to you guys. And again, I appreciate both of your willingness to serve the country in these roles.

So Mr. Isaacman and Mr. Haines, my last question, which I am not just allowed, but required to ask of all nominees, if confirmed, do you pledge to work collaboratively with this Committee to provide thorough and timely responses to this Committee's requests and to appear before the Committee when requested?

Mr. HAINES. Yes, Senator.

Mr. ISAACMAN. Yes, Senator. I do not think NASA can accomplish its world-changing mission without the support of Congress.

Senator HICKENLOOPER. Right. Well, I think it has to be a close partnership, especially all the more so in these days of tight budgets.

So thank you. I have literally dozens of letters of support from various organizations for both of your nominations, and we ask unanimous consent these letters be inserted into the hearing record. Without objection, so ordered. It is hard to have any objections when you control the room.

[The information referred to follows:]

November 22, 2025

Hon. TED CRUZ,  
Chair, Senate Commerce, Science, and Transportation Committee,  
United States Senate,  
Washington, DC.

Hon. MARIA CANTWELL,  
Ranking Member, Senate Commerce, Science, and Transportation Committee,  
United States Senate,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell,

We, the undersigned former NASA Astronauts, write again to express our continued support for the confirmation of Jared Isaacman as the next Administrator of NASA.

Having dedicated our careers and lives to support NASA and space exploration, we are deeply concerned about the Agency's future. It is critical that NASA maintains its position as the preeminent space development organization. Our nation is at a turning point where we face international competition from China and we are increasingly cognizant of the geopolitical importance of space. It is crucial that we have a NASA Administrator who champions and delivers the kind of revolutionary advancements in space that only NASA can achieve while also fully leveraging the capabilities and opportunities presented by a rapidly advancing commercial space sector and the steady international support from our partner nations.

We believe that Jared Isaacman is clearly qualified to lead NASA at this critical juncture. As an entrepreneur, pilot, and commander of two groundbreaking space missions, he brings credibility and capability to make a difference now. Most importantly, Jared has a genuine passion for space exploration and a genuine admiration for NASA as an American institution. He will bring renewed energy and sense of purpose to NASA.

NASA is facing many challenges right now including the rapidly approaching launch of the Artemis II mission. We therefore urge the Senate to move expeditiously towards Mr. Isaacman's confirmation.

Thank you for your attention. We appreciate your commitment to ensuring NASA has the vision, expertise, and leadership necessary to advance America's space ambitions.

Sincerely,

Charles F. Bolden Jr.  
Robert Cabana  
Greg Chamitoff  
Cady Coleman  
Leroy Chiao  
Ken Cockrell  
Drew Feustel  
Jack Fischer  
Mike Foreman  
Ron Garan  
Linda Godwin  
John Grunsfeld  
Ken Ham  
Jose Hernandez  
John Herrington  
Rick Hieb  
Joan Higginbotham  
Scott Kelly

Shane Kimbrough  
Wendy Lawrence  
Steve Lindsey  
Leland Melvin  
Michael Lopez-Alegria  
Ed Lu  
Dottie Metcalf-Lindenburger  
Bill McArthur  
Stephen Oswald  
William Readdy  
Garrett Reisman  
Stephen Robinson  
Rusty Schweickart  
Nicole Stott  
Steve Swanson  
Jim Voss  
Peggy Whitson  
George Zamka

UNIVERSITY OF MISSISSIPPI  
November 21, 2025

Hon. ROGER WICKER,  
United States Senate,  
Washington, DC.

Hon. CINDY HYDE-SMITH,  
United States Senate,  
Washington, DC.

Dear Senator Wicker and Senator Hyde-Smith:

I strongly support the confirmation of Jared Isaacman as NASA Administrator. Although I have not met Mr. Isaacman, his example has profoundly inspired both my students and me. That kind of influence is rare, and it matters.

Humanity stands at a threshold: for the first time, we can use space resources to sustain life on Earth and expand beyond it. U.S. leadership is not just advantageous—it is essential.

As Executive Director of the Center for Air and Space Law and President of For All Moonkind, I have spent years working at the intersection of public institutions, commercial innovation and global space governance. Few individuals illustrate the power of private initiative to advance public purpose as clearly as Mr. Isaacman.

Mr. Isaacman's accomplishments reflect both technical ambition and civic commitment. His leadership in pioneering private orbital missions—funding, flying and shaping them—speaks to an unusual blend of vision and practical capability. These missions have broadened not only the boundaries of commercial spaceflight but the public imagination about who space is for.

His leadership is timely, as space has become a stage for strategic competition. China and other nations are accelerating their space programs; the U.S. must respond with ambition and principled leadership. NASA plays a defining role in shaping norms that will govern shared space activities, and that requires an Administrator who can engage competitors with both confidence and clarity, advancing innovation while reinforcing responsible global conduct.

NASA is entering a transformative era defined by deep-space infrastructure, commercial partnerships and complex regulatory and diplomatic challenges. Mr. Isaacman's experience positions him uniquely to bridge these domains with realism and vision.

For these reasons, I offer my strong support for his nomination and urge your favorable consideration. Thank you for your thoughtful attention.

Sincerely,

MICHELLE L.D. HANLON,  
*Executive Director, Air and Space Law Program,*  
University of Mississippi.

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U.S. SPACE & ROCKET CENTER  
Huntsville, AL, November 24, 2025

Senator TOMMY TUBERVILLE,  
Washington, DC.

Dear Senator Tuberville,

I am pleased to once again express the U.S. Space & Rocket Center's support for Jared Isaacman, President Trump's nomination to be NASA Administrator. As you may remember from our previous letter of support, Jared attended our Aviation Challenge program when he was 12 years old, an experience that inspired him to become a pilot.

Jared has done far more than that, however. He is an entrepreneur who has used his success to pursue space exploration and advance science in his own right, raising funds along the way to support St. Jude's Children's Research Hospital as well as Space Camp.

Because of Jared's generosity, Space Camp will open the Inspiration4 Skills Training Complex in 2026, expanding our mission of building America's skilled workforce. This 55,000-square-foot facility will include new simulations and futuristic missions that will engage students' imagination and give them a vision for their own futures.

Jared is a person of the highest character and brings together a sound business approach to the wonders of exploration. He would be an exceptional leader of our Nation's space program, and we encourage you and your colleagues in the Senate to act expeditiously to confirm him.

Thank you for your consideration and support.  
Sincerely,

BRENDA PEREZ,  
*Interim Chief Executive Officer,*  
*Chief Financial Officer.*

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U.S. SPACE & ROCKET CENTER  
*Huntsville, AL, November 24, 2025*

Senator KATIE BRITT,  
Washington, DC.

Dear Senator Britt,

I am pleased to once again express the U.S. Space & Rocket Center's support for Jared Isaacman, President Trump's nomination to be NASA Administrator. As you may remember from our previous letter of support, Jared attended our Aviation Challenge program when he was 12 years old, an experience that inspired him to become a pilot.

Jared has done far more than that, however. He is an entrepreneur who has used his success to pursue space exploration and advance science in his own right, raising funds along the way to support St. Jude's Children's Research Hospital as well as Space Camp.

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Jared is a person of the highest character and brings together a sound business approach to the wonders of exploration. He would be an exceptional leader of our Nation's space program, and we encourage you and your colleagues in the Senate to act expeditiously to confirm him.

Thank you for your consideration and support.  
Sincerely,

BRENDA PEREZ,  
*Interim Chief Executive Officer,*  
*Chief Financial Officer.*



December 1, 2025

**The Honorable Ted Cruz**  
*Chair*  
 U.S. Senate Committee on Commerce,  
 Science, & Transportation  
 Washington, D.C. 20515

**The Honorable Maria Cantwell**  
*Ranking Member*  
 U.S. Senate Committee on Commerce,  
 Science, & Transportation  
 Washington, D.C. 20515

Dear Chairman Cruz, Ranking Member Cantwell, and Distinguished Members of the Committee:

We are more than 12,000 members of the national #SaveChandra movement ([www.savechandra.org](http://www.savechandra.org)), writing to offer passionate and unequivocal praise for Mr. Jared Isaacman as you consider his nomination to lead America's most legendary and inspiring agency. As a community dedicated to preserving American leadership in high-energy astrophysics, we have witnessed the caliber of Mr. Isaacman's leadership firsthand, and we know beyond doubt that he possesses a strategic vision and a devotion to science that is unmatched by any NASA administrator in recent memory.

Our relationship with Mr. Isaacman began during a critical period when budget cuts threatened to prematurely end the mission of NASA's *Chandra X-ray Observatory*. *Chandra* is a revolutionary Great Observatory that has transformed our understanding of the cosmos and secured American dominance in a Nobel Prize-winning field invented in the United States. Beyond its scientific triumphs, the technologies underpinning *Chandra* have profound implications for frontier dual-use capabilities—a strategic reality that Mr. Isaacman, as the founder of Draken International and a pioneer in defense readiness, understands better than anyone. He recognizes that maintaining American dominance in these high-performance optics and sensors is not just a scientific priority, but a national security imperative essential to holding the "ultimate high ground" against global competitors.

When the future of this strategic asset hung in the balance, Jared Isaacman acted. He unilaterally reached out to the SaveChandra community, leveraging his immense influence to advocate to the highest levels of NASA leadership. In a powerful demonstration of his commitment, he brought the Polaris Dawn crew to the Chandra Operations Control Center just one month before their historic launch. This was not a photo opportunity; it was a mission to raise awareness for fundamental science.

To put it plainly: The *Chandra X-ray Observatory* would likely not be operating today had it not been for Jared Isaacman joining the fight. In the time since his advocacy, *Chandra* has combined its power with the *James Webb Space Telescope*, discovering supermassive black holes at the edge of time itself—observations

rewriting our understanding of how the first cosmic giants formed. With more than 10,000 scientific papers and counting, Chandra remains one of NASA's most productive astrophysics missions, and its synergy with JWST, the Event Horizon Telescope, and gravitational wave follow-up campaigns will define the greatest discoveries of this decade. Mr. Isaacman understands that prematurely ending this mission would cede American leadership in a strategically vital domain—and he acted decisively to prevent it.

Mr. Isaacman represents a new paradigm for the agency. He views NASA not just as a legacy institution, but as a force multiplier for science. His vision is one where commercial agility and federal expertise combine to increase the pace of discovery. He is committed to ensuring American leadership in capturing the greatest cosmic discoveries of this century, improving life on Earth, and pushing outward on humanity's understanding of the Universe.

Jared Isaacman possesses the technical acumen, the strategic vision, and the genuine love for discovery required to lead this legendary agency. We are forever grateful for his support of fundamental discovery.

Sincerely, and with thanks for your Committee's critical work in preserving American primacy in space,

*The undersigned 12,329 members of the national #SaveChandra Community*



<b>Anonymous Signatory</b> <i>Signed on 2025-12-01 23:57:37</i>	<b>Austin Crowe</b> <i>Signed on 2025-11-27 11:51:50</i>	<b>Doctor Yank Hawkinson</b> Professor, notfuckingupology, MIT <i>Signed on 2025-11-24 11:35:58</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-12-01 21:40:59</i>	<b>Rhodes Opalinsky</b> <i>Signed on 2025-11-27 07:14:13</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-24 06:13:33</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-30 15:08:50</i>	<b>Drake Knight</b> <i>Signed on 2025-11-26 16:14:00</i>	<b>Kevin Olesik</b> Solar power generation <i>Signed on 2025-11-23 23:22:31</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-30 13:08:02</i>	<b>Eojin Lee</b> <i>Signed on 2025-11-26 04:08:42</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-23 12:13:40</i>
<b>Potiras Razvan-Ionut</b> <i>Signed on 2025-11-30 12:41:31</i>	<b>Dylan Ferguson</b> <i>Signed on 2025-11-26 02:54:58</i>	<b>Mr. Kale Hughes</b> <i>Signed on 2025-11-23 01:28:26</i>
<b>Brett Ellsworth</b> <i>Signed on 2025-11-30 10:50:12</i>	<b>Denise Savonarola</b> <i>Signed on 2025-11-25 20:58:37</i>	<b>Alicia Jones</b> <i>Signed on 2025-11-22 13:24:49</i>
<b>H. Wright</b> <i>Signed on 2025-11-29 19:25:56</i>	<b>John Peters</b> <i>Signed on 2025-11-25 20:05:12</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-22 11:34:30</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-29 15:23:18</i>	<b>Javier Gonzalez</b> Your regular every day blue caller worker <i>Signed on 2025-11-25 09:53:51</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-22 07:25:59</i>
<b>Michael Kaplan</b> <i>Signed on 2025-11-29 07:11:44</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-25 09:20:24</i>	<b>Andrew Coleman</b> <i>Signed on 2025-11-22 00:59:56</i>
<b>Aayan Pramanik</b> <i>Signed on 2025-11-29 05:14:35</i>	<b>Debra Rush-Howard</b> Retired <i>Signed on 2025-11-25 05:05:01</i>	<b>Vani Alekya</b> <i>Signed on 2025-11-21 07:24:57</i>
<b>bradford leeck</b> <i>Signed on 2025-11-28 21:13:56</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-25 04:30:20</i>	<b>Steve Ray</b> <i>Signed on 2025-11-20 22:26:44</i>
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<b>Dr. Sean Campbell</b> <i>Signed on 2025-11-28 00:03:05</i>	<b>Bruce Burr</b> <i>Signed on 2025-11-24 16:35:15</i>	<b>Wendy Cornn</b> <i>Signed on 2025-11-20 01:24:37</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-27 22:40:28</i>		



<b>James Filion</b> USA - Only <i>Signed on 2025-11-19 22:58:13</i>	<b>Kortnee Widup</b> <i>Signed on 2025-11-16 00:30:16</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-13 21:04:44</i>
<b>Rommel Luna</b> <i>Signed on 2025-11-19 20:48:55</i>	<b>Mr. Javier Mendez</b> <i>Signed on 2025-11-15 20:58:30</i>	<b>Steve Frankel</b> <i>Signed on 2025-11-13 15:43:12</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-19 02:43:23</i>	<b>RANDAL COTHRAN</b> <i>Signed on 2025-11-15 19:24:45</i>	<b>Dr Virginia Scruggs</b> Retired <i>Signed on 2025-11-13 11:36:49</i>
<b>Juliette S.</b> <i>Signed on 2025-11-18 13:03:10</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-15 10:00:47</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-13 08:39:20</i>
<b>Dylan Clark</b> <i>Signed on 2025-11-18 07:17:41</i>	<b>Daniel Smith</b> <i>Signed on 2025-11-15 09:01:46</i>	<b>Anthony Allen</b> <i>Signed on 2025-11-13 08:38:39</i>
<b>Pleased keep Chandra funded</b> <b>Meghan Wallis</b> <i>Signed on 2025-11-17 19:07:15</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-15 04:56:58</i>	<b>Mrs Nimsha S</b> <i>Signed on 2025-11-13 05:01:53</i>
<b>Boris Stoychev</b> <i>Signed on 2025-11-17 15:09:45</i>	<b>Juan Anciani</b> <i>Signed on 2025-11-15 01:10:01</i>	<b>James McCreery</b> <i>Signed on 2025-11-13 00:45:41</i>
<b>Me Dylan Michael Brown</b> <i>Signed on 2025-11-17 05:58:50</i>	<b>Grace Ludwinski</b> <i>Signed on 2025-11-14 19:50:25</i>	<b>Mr Billy Miller</b> <i>Signed on 2025-11-12 22:17:36</i>
<b>NREMT Dylan Brown</b> <i>Signed on 2025-11-17 05:55:54</i>	<b>Adam Nollisch</b> <i>Signed on 2025-11-14 12:23:27</i>	<b>Mr. Jamere Parson</b> <i>Signed on 2025-11-12 18:35:39</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-17 02:42:09</i>	<b>John Spake</b> <i>Signed on 2025-11-14 09:03:44</i>	<b>Sanjay Khati Chhetri</b> Space exploration admirer <i>Signed on 2025-11-12 14:45:36</i>
<b>Ryan Bell</b> <i>Signed on 2025-11-17 00:40:25</i>	<b>Human Michael Lech</b> Astrophotography <i>Signed on 2025-11-14 05:46:05</i>	<b>Matthew Wokasch</b> <i>Signed on 2025-11-12 14:38:09</i>
<b>Mateusz Wolak</b> <i>Signed on 2025-11-16 14:35:59</i>	<b>MR DAKSHAKA WEERASINGHE</b> <i>Signed on 2025-11-14 02:10:50</i>	<b>John Duffy-Burke</b> <i>Signed on 2025-11-12 09:39:00</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-16 12:12:21</i>	<b>American Taxpayer. Rodney Little</b> Citizen, United States of America <i>Signed on 2025-11-13 22:40:51</i>	<b>Robyn Goodfellow</b> <i>Signed on 2025-11-12 08:18:26</i>

<b>Mr Sandeep Brar</b> <i>Signed on 2025-11-12 01:12:52</i>	<b>Deep Patel</b> <i>Signed on 2025-11-09 15:49:58</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-07 16:32:15</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-11 21:44:02</i>	<b>Anne Roberts</b> Blissful Retirement <i>Signed on 2025-11-09 13:39:40</i>	<b>Robert Bohn</b> <i>Signed on 2025-11-07 15:45:19</i>
<b>Dr Kanishk Shukla</b> <i>Signed on 2025-11-11 21:12:55</i>	<b>Mr Christian Haimet</b> <i>Signed on 2025-11-09 10:32:54</i>	<b>Please Save Caleb Anderson</b> The Human Race <i>Signed on 2025-11-07 15:02:26</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-11 15:57:15</i>	<b>Thomas Hughes</b> <i>Signed on 2025-11-09 07:52:52</i>	<b>Save xray science Ryan Meagher</b> <i>Signed on 2025-11-07 14:48:55</i>
<b>Mr Jeffrey Denton</b> <i>Signed on 2025-11-11 10:50:42</i>	<b>Mr Matthew Bonner</b> <i>Signed on 2025-11-09 06:28:24</i>	<b>Christine Moyer</b> <i>Signed on 2025-11-07 13:43:04</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-11 03:44:46</i>	<b>Jonathan Mangino</b> Local 52 <i>Signed on 2025-11-09 05:50:19</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-07 09:39:07</i>
<b>Benoit Goessens</b> <i>Signed on 2025-11-10 20:57:29</i>	<b>Kevin Rand</b> <i>Signed on 2025-11-09 01:51:43</i>	<b>Bonnie Douglas</b> <i>Signed on 2025-11-07 08:17:52</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-10 15:10:48</i>	<b>Sophie Barker</b> <i>Signed on 2025-11-09 01:02:14</i>	<b>Bonnie Douglas</b> <i>Signed on 2025-11-07 08:16:59</i>
<b>Kim Wright</b> <i>Signed on 2025-11-10 14:41:56</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-08 13:58:49</i>	<b>Save Chandra Biraj Mondal</b> <i>Signed on 2025-11-07 06:45:15</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-10 04:48:04</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-08 08:29:46</i>	<b>Darrell Quealey</b> <i>Signed on 2025-11-07 02:39:52</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-10 04:09:33</i>	<b>Mr Michael Roberts</b> <i>Signed on 2025-11-08 04:58:55</i>	<b>Benjamin Garza</b> <i>Signed on 2025-11-07 00:18:44</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-10 01:23:49</i>	<b>SAVE CHANDRA! DO THE RIGHT THING FOR HUMANITY Steve Mitchell</b> <i>Signed on 2025-11-07 19:04:22</i>	<b>Benjamin Garza</b> <i>Signed on 2025-11-07 00:18:11</i>
<b>Valerie Warman</b> <i>Signed on 2025-11-09 20:46:08</i>		<b>Dr Hitesh Changela</b> University of New Mexico <i>Signed on 2025-11-06 14:51:46</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-09 17:28:41</i>		

<b>Norman Schupp</b> <i>Signed on 2025-11-06 11:05:36</i>	<b>Nihal Mohan</b> <i>Signed on 2025-11-05 06:57:29</i>	<b>Paul Lopes</b> <i>Signed on 2025-11-04 11:07:43</i>
<b>Ad Kapiteijn</b> <i>Signed on 2025-11-06 08:37:48</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-05 04:44:10</i>	<b>Matthew Pest</b> Earth <i>Signed on 2025-11-04 08:54:49</i>
<b>Gergely Molér</b> <i>Signed on 2025-11-06 08:28:44</i>	<b>Mr Robert Stopford</b> <i>Signed on 2025-11-05 03:21:34</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-04 08:32:24</i>
<b>Debra Perkosi</b> <i>Signed on 2025-11-06 07:21:29</i>	<b>Serafin jr Ignacio</b> Retired <i>Signed on 2025-11-05 01:52:52</i>	<b>Devin Cucchi</b> <i>Signed on 2025-11-04 06:35:45</i>
<b>MICHAEL HOUSTON</b> <i>Signed on 2025-11-06 07:14:07</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-05 01:31:15</i>	<b>Project Engineer Ferdinando Roldan</b> <i>Signed on 2025-11-04 05:27:00</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-06 00:18:16</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-05 01:27:20</i>	<b>SAVE CHANDRA Marina Kartseva</b> <i>Signed on 2025-11-04 05:16:19</i>
<b>Save chandra Jim Ahern</b> <i>Signed on 2025-11-05 22:20:13</i>	<b>Brenr Hines</b> Leas electrical engineer <i>Signed on 2025-11-05 01:19:43</i>	<b>Bharatesh Regoudar</b> <i>Signed on 2025-11-04 03:24:53</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-05 22:12:45</i>	<b>Ms. Cara Rodriguez</b> <i>Signed on 2025-11-04 22:42:04</i>	<b>Science is the future, save the future Nathan Clark</b> <i>Signed on 2025-11-03 23:56:34</i>
<b>Eng, Julio Trujillo</b> <i>Signed on 2025-11-05 20:15:10</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-04 21:44:17</i>	<b>Mr Reinaldo Clemente</b> Republican <i>Signed on 2025-11-03 21:58:48</i>
<b>Please don't close our door to knowledge Tory Tat</b> <i>Signed on 2025-11-05 16:07:26</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-04 19:17:17</i>	<b>Ms. Anna Winch</b> <i>Signed on 2025-11-03 19:07:28</i>
<b>Ashley Northington</b> <i>Signed on 2025-11-05 12:18:25</i>	<b>Save herrrrr! Luke Walker</b> <i>Signed on 2025-11-04 16:48:46</i>	<b>Stanton Wimer</b> <i>Signed on 2025-11-03 18:15:23</i>
<b>Jake Wadman</b> <i>Signed on 2025-11-05 11:06:15</i>	<b>Sandy Bowden</b> <i>Signed on 2025-11-04 15:37:15</i>	<b>Jacob Kohn</b> <i>Signed on 2025-11-03 16:30:09</i>
<b>Jessie Atkinson</b> <i>Signed on 2025-11-05 07:40:09</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-11-04 15:32:29</i>	<b>Christopher Allen</b> <i>Signed on 2025-11-03 15:35:43</i>

<b>Escher VanKoriaar</b> <i>Signed on 2025-11-03 09:12:16</i>	<b>Save Chandra Brooks Walker</b> <i>Signed on 2025-10-30 13:39:12</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-28 09:51:48</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-03 06:55:10</i>	<b>Lorraine Logan</b> <i>Signed on 2025-10-30 02:44:06</i>	<b>Nicholas Semanderes</b> <i>Signed on 2025-10-27 02:45:08</i>
<b>Mr. David Rymarz</b> <i>Signed on 2025-11-03 03:09:30</i>	<b>Amy Lipps</b> <i>Signed on 2025-10-30 00:13:27</i>	<b>Ms. Katherine Solosky</b> <i>Signed on 2025-10-27 00:01:44</i>
<b>Greatwin Vinu</b> <i>Signed on 2025-11-02 17:35:08</i>	<b>save Chandra Brian Kolar</b> <i>Signed on 2025-10-29 21:32:44</i>	<b>Please read. Save Chandra. Matt Staples</b> Rome Fire Dept <i>Signed on 2025-10-26 10:13:15</i>
<b>david schmidt</b> <i>Signed on 2025-11-02 15:15:37</i>	<b>John Madden</b> <i>Signed on 2025-10-29 21:24:13</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-26 02:03:31</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-11-02 12:04:23</i>	<b>Esq Stanley Vincent</b> Private <i>Signed on 2025-10-29 14:20:27</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-25 22:16:25</i>
<b>Julie Dodgshon</b> Democrat <i>Signed on 2025-11-02 07:39:32</i>	<b>Maria Francis</b> <i>Signed on 2025-10-29 11:30:04</i>	<b>Thomas Pfeuti</b> <i>Signed on 2025-10-25 16:54:05</i>
<b>Mr Chase Brown</b> OTU <i>Signed on 2025-11-01 12:43:44</i>	<b>Joe Francis</b> Graduate Student of Physics <i>Signed on 2025-10-29 11:27:17</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-25 16:46:39</i>
<b>SAVE CHANDRA Ayden Worzalla</b> Science enthusiast <i>Signed on 2025-11-01 12:33:49</i>	<b>Zeeshan Bhatti</b> <i>Signed on 2025-10-29 11:21:57</i>	<b>Bill Wood</b> <i>Signed on 2025-10-25 12:55:39</i>
<b>Mrs Cynthia Brown</b> <i>Signed on 2025-10-31 20:40:39</i>	<b>Mohamed Barakeh</b> <i>Signed on 2025-10-28 22:23:10</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-24 10:04:07</i>
<b>Tom Pilon</b> <i>Signed on 2025-10-31 02:00:13</i>	<b>Please continue the life of Chandra Randall Woodall</b> US, Earth, citizen. <i>Signed on 2025-10-28 14:22:56</i>	<b>SAVE CHANDRA Shannon Fiederer</b> <i>Signed on 2025-10-24 09:20:28</i>
<b>Dr Michael McKenzie</b> <i>Signed on 2025-10-30 22:03:23</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-28 12:00:18</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-24 00:11:11</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-10-30 14:13:45</i>		<b>Anonymous Signatory</b> <i>Signed on 2025-10-23 22:20:32</i>

**Save Chandra Please!! Jimmy Sanabria**  
Student  
Signed on 2025-10-23 18:30:39

**Logan Snow**  
Signed on 2025-10-23 18:14:38

**Anonymous Signatory**  
Signed on 2025-10-23 14:19:47

**Maury Winkler**  
Signed on 2025-10-23 11:27:59

**Candy Cassis**  
Concerned Citizen  
Signed on 2025-10-23 09:13:27

**Mr. Alexander Guha**  
UIC NASA MIRO Center of In-Space  
Manufacturing, Recycling &  
Regolith Processing  
Signed on 2025-10-23 00:54:24

**Prof. Saumya Saurabh**  
New York University  
Signed on 2025-10-22 21:00:37

**Mr Greg adams**  
Science RULES!  
Signed on 2025-10-22 13:28:19

**Joy Nicole M**  
Signed on 2025-10-22 13:19:40

**Lucas Allmark**  
Signed on 2025-10-22 10:08:11

**Save Chandra Hyking Brack**  
Signed on 2025-10-21 21:19:12

**Mrs Melissa Estes**  
Signed on 2025-10-21 13:17:03

**Dianna Hine**  
Signed on 2025-10-21 13:11:33

**Save Chandra Nathan Letendre**  
Signed on 2025-10-21 09:44:55

**Lorri Lavin**  
Signed on 2025-10-21 02:57:18

**Ryan Hankins**  
Signed on 2025-10-20 13:03:08

**Anonymous Signatory**  
Signed on 2025-10-20 09:17:25

**Anonymous Signatory**  
Signed on 2025-10-20 00:57:34

**Jalme Camarillo**  
Signed on 2025-10-19 23:18:34

**Mrs Nancy Rea**  
Signed on 2025-10-19 22:15:22

**Mr Ricky Hudson**  
American citizen  
Signed on 2025-10-19 16:53:24

**Dr. David Rea**  
United States citizen and science  
advocate  
Signed on 2025-10-19 12:41:29

**Cheryl Kay Davis**  
Signed on 2025-10-19 09:58:24

**Mr. Puvin Supra**  
Signed on 2025-10-18 13:12:58

**Chef/ amateur astronomer  
Alberto China**  
Signed on 2025-10-18 10:58:30

**Mohammed Qureshi**  
Signed on 2025-10-18 02:27:03

**Matt Grant**  
Signed on 2025-10-17 22:53:53

**Dawn Sosnin**  
No affiliation  
Signed on 2025-10-16 23:21:10

**Anonymous Signatory**  
Signed on 2025-10-16 12:44:04

**Amanda Brazell**  
Signed on 2025-10-16 11:32:12

**Amateur Astrophysicist Bryan  
Levell**  
E Clampus Vitus  
Signed on 2025-10-16 08:56:06

**Anonymous Signatory**  
Signed on 2025-10-14 06:05:40

**Gary Benninger**  
Signed on 2025-10-13 18:57:22

**Save Chandra telescope Dania  
FitzMaurice**  
Signed on 2025-10-13 14:54:31

**Anonymous Signatory**  
Signed on 2025-10-12 20:52:06

**Oscar Smith**  
Signed on 2025-10-11 23:25:55

**Denise Henke**  
Signed on 2025-10-11 15:34:18

<b>Anonymous Signatory</b> <i>Signed on 2025-10-10 23:18:02</i>	<b>Katherine Harber</b> <i>Signed on 2025-10-07 15:14:59</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-02 17:32:16</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-10-10 12:11:35</i>	<b>Not just for Chandra, but for Us.</b> <b>Arien Church</b> Educator <i>Signed on 2025-10-07 13:58:36</i>	<b>Nolan vogt</b> <i>Signed on 2025-10-02 12:42:21</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-10-10 11:56:19</i>	<b>Ms Tama Marquez</b> <i>Signed on 2025-10-07 01:23:52</i>	<b>Jesse Wright</b> <i>Signed on 2025-10-01 11:46:29</i>
<b>Tyler Himelstieb</b> <i>Signed on 2025-10-10 11:54:56</i>	<b>Save Bur Gir</b> <i>Signed on 2025-10-07 00:59:54</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-01 10:49:29</i>
<b>don't do it Jonathan Chua</b> Avid young scientist and astrophysicist <i>Signed on 2025-10-10 06:56:24</i>	<b>Grant Zablieski</b> <i>Signed on 2025-10-06 15:50:21</i>	<b>Orion Cannon</b> <i>Signed on 2025-10-01 10:01:19</i>
<b>Matthew Mallory</b> <i>Signed on 2025-10-09 16:15:27</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-06 05:02:37</i>	<b>Miss River Asikainen</b> Australian Greens <i>Signed on 2025-10-01 06:20:20</i>
<b>Walter Church</b> <i>Signed on 2025-10-09 05:51:15</i>	<b>Mike Wheat</b> <i>Signed on 2025-10-05 18:19:18</i>	<b>Philipp Brozek</b> <i>Signed on 2025-10-01 02:58:02</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-10-08 23:47:17</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-04 04:44:24</i>	<b>Everly Sequeira</b> Civil Engineering (Geotechnical) Student (BSCE), University of Texas at El Paso (UTEP) <i>Signed on 2025-09-30 23:37:44</i>
<b>Save Chandra and support science Francois Prouhet</b> <i>Signed on 2025-10-08 23:21:40</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-03 18:21:19</i>	<b>Save our future Emiliano Monraño Cuellar</b> Student <i>Signed on 2025-09-30 23:16:22</i>
<b>Gabriel Rodriguez</b> <i>Signed on 2025-10-08 20:07:44</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-10-03 18:10:56</i>	<b>Archer Elwes</b> Crypto Reporter at Kroll, Investor, small-time back-end programmer (Golang) <i>Signed on 2025-09-30 22:58:18</i>
<b>Rocco D'Agostino</b> <i>Signed on 2025-10-08 19:02:36</i>	<b>Sharon Roth</b> <i>Signed on 2025-10-03 15:46:51</i>	<b>Russell McHenry</b> <i>Signed on 2025-09-30 14:46:27</i>
<b>Henry Casey</b> <i>Signed on 2025-10-08 14:32:08</i>	<b>Matthew Younger</b> <i>Signed on 2025-10-03 10:48:47</i>	<b>Mrs. Aisha DeGeorge</b> <i>Signed on 2025-09-30 10:54:52</i>
<b>Andria Ganley</b> <i>Signed on 2025-10-08 13:53:15</i>	<b>Michael Whalen</b> <i>Signed on 2025-10-03 10:21:04</i>	

<b>Anonymous Signatory</b> <i>Signed on 2025-09-30 08:18:25</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-28 17:15:12</i>	<b>Autumn Nolan</b> <i>Signed on 2025-09-27 13:10:07</i>
<b>Dr. Ubaidah Syafiq</b> The National University of Malaysia <i>Signed on 2025-09-30 06:22:44</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-28 14:39:46</i>	<b>Anthony Azari</b> Rutgers Newark <i>Signed on 2025-09-27 12:56:42</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-09-30 01:10:50</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-28 14:38:57</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-27 12:43:09</i>
<b>Rodger Prunty</b> <i>Signed on 2025-09-29 18:17:44</i>	<b>Timothy Brewer</b> <i>Signed on 2025-09-28 12:06:45</i>	<b>Mr. Dyer Ryan Dyer</b> Welding <i>Signed on 2025-09-27 11:26:37</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-09-29 15:46:59</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-28 10:25:06</i>	<b>Johnathan Granger</b> <i>Signed on 2025-09-27 11:02:37</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-09-29 10:59:42</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-28 10:06:49</i>	<b>Valerie Streble</b> <i>Signed on 2025-09-27 10:41:30</i>
<b>Please save Chandral Olive Cobden</b> <i>Signed on 2025-09-29 09:29:18</i>	<b>Bryan Turner</b> <i>Signed on 2025-09-28 08:49:57</i>	<b>Hugo Brink</b> <i>Signed on 2025-09-27 06:48:04</i>
<b>Dan Haddad</b> <i>Signed on 2025-09-29 07:07:54</i>	<b>Josh Deetz</b> <i>Signed on 2025-09-28 01:22:44</i>	<b>Nandu Sukumaran</b> <i>Signed on 2025-09-26 20:10:23</i>
<b>Save Chandra Matthew Jones citizen</b> <i>Signed on 2025-09-29 02:53:18</i>	<b>Tara Andrews</b> <i>Signed on 2025-09-28 01:04:20</i>	<b>Ethan Lancaster</b> <i>Signed on 2025-09-26 17:51:20</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-09-29 01:51:59</i>	<b>Gunjan Gupta</b> <i>Signed on 2025-09-28 01:00:36</i>	<b>Albert Park</b> <i>Signed on 2025-09-26 12:24:24</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-09-29 00:05:54</i>	<b>Michael Zuniga</b> <i>Signed on 2025-09-27 22:02:14</i>	<b>Peter Devlin</b> Ultra Maga <i>Signed on 2025-09-26 10:07:24</i>
<b>Ian Johnson</b> <i>Signed on 2025-09-28 17:20:33</i>	<b>Tyler Shaw</b> Citizen <i>Signed on 2025-09-27 19:44:28</i>	<b>Eric Brandl</b> <i>Signed on 2025-09-26 06:05:52</i>
	<b>Raj k</b> <i>Signed on 2025-09-27 17:50:50</i>	<b>Paul Griffin</b> US citizen <i>Signed on 2025-09-25 23:54:41</i>

<b>Shane Chula</b> <i>Signed on 2025-09-25 22:12:52</i>	<b>Alan Manara</b> <i>Signed on 2025-09-24 23:16:31</i>	<b>Jonathon Morrell</b> <i>Signed on 2025-09-24 02:29:41</i>
<b>Jesus Garcia</b> Kitchen Cook <i>Signed on 2025-09-25 21:45:35</i>	<b>Abraham Zahabi</b> <i>Signed on 2025-09-24 19:09:00</i>	<b>#savechandra Satty Jais</b> Idk <i>Signed on 2025-09-24 01:56:26</i>
<b>Jay Pryor</b> <i>Signed on 2025-09-25 17:35:38</i>	<b>Vince Bray</b> <i>Signed on 2025-09-24 18:40:22</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-24 01:45:13</i>
<b>Shawn Hines</b> <i>Signed on 2025-09-25 13:14:32</i>	<b>SAVE THE TELESCOPE Dominic Mullet</b> <i>Signed on 2025-09-24 18:30:07</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-23 22:53:57</i>
<b>Dr. Margaret Acker</b> Private physician and science/NASA geek for 50 years. <i>Signed on 2025-09-25 11:19:35</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-24 18:17:06</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-23 22:44:30</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-09-25 09:49:34</i>	<b>Evan Cropper</b> Student <i>Signed on 2025-09-24 17:53:51</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-23 21:15:50</i>
<b>Alexander Bertucci</b> <i>Signed on 2025-09-25 09:10:36</i>	<b>Jason Deacutis</b> Anduril <i>Signed on 2025-09-24 15:33:37</i>	<b>nicholas bleasdale</b> <i>Signed on 2025-09-23 15:17:03</i>
<b>Mr. Mitch Bern</b> Science Teacher <i>Signed on 2025-09-25 06:33:36</i>	<b>Save Chandra! Jessica Quinones</b> <i>Signed on 2025-09-24 08:56:36</i>	<b>Brian Fugler</b> <i>Signed on 2025-09-23 11:07:49</i>
<b>Save Chandra Chris Acker</b> <i>Signed on 2025-09-25 05:49:36</i>	<b>Chandra MUST be saved! Jessica Quinones</b> <i>Signed on 2025-09-24 08:52:44</i>	<b>Domineck DeBrodie</b> <i>Signed on 2025-09-22 22:49:22</i>
<b>Anonymous Signatory</b> <i>Signed on 2025-09-25 05:32:31</i>	<b>Dr Cecily Field</b> <i>Signed on 2025-09-24 07:59:47</i>	<b>Anonymous Signatory</b> <i>Signed on 2025-09-22 11:22:53</i>
<b>CEO Toby Garcia</b> Jack's Plastic Welding Inc. <i>Signed on 2025-09-24 23:59:19</i>	<b>Brandon Archer</b> <i>Signed on 2025-09-24 07:55:18</i>	<b>Nicholas Krantz</b> <i>Signed on 2025-09-22 01:59:01</i>
<b>#SAVECHANDRA Daniel Istrati</b> <i>Signed on 2025-09-24 23:51:26</i>	<b>Dennis Thornt</b> <i>Signed on 2025-09-24 05:47:25</i>	<b>Mr Shaun Kelly</b> <i>Signed on 2025-09-22 00:32:42</i>
	<b>Richard Dunlap</b> <i>Signed on 2025-09-24 02:35:25</i>	<b>Mr Shaun Kelly</b> <i>Signed on 2025-09-22 00:32:13</i>



*The full list of 12,329 signatures continues for a further 321 pages.*

*To see the full letter including all signatures, visit*

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INTERNET MARKETING ASSOCIATION  
November 29, 2025

Attention:

Chairman TED CRUZ,  
U.S. Senate,  
Committee on Commerce, Science, and  
Transportation,  
Washington, DC.

Ranking Member MARIA CANTWELL,  
U.S. Senate,  
Committee on Commerce, Science, and  
Transportation,  
Washington, DC.

Dear Chairman Cruz and Ranking Member Cantwell:

I write to you in my capacity as Chairman of the Internet Marketing Association (IMA), an organization deeply engaged in the advancement of emerging technologies, national competitiveness, and the fast-growing space economy. It is my privilege to offer my endorsement for Mr. Jared Isaacman to serve as the next Administrator of the National Aeronautics and Space Administration (NASA).

Through my work convening 150 leaders of the New Frontier for IMPACT 25 Washington D.C. in October 2025, including innovators, defense visionaries, policymakers, and commercial space pioneers, I have had the opportunity to witness firsthand the extraordinary impact Jared Isaacman has had on America's commercial space sector. His entrepreneurial record, operational experience, and unwavering commitment to strengthening U.S. leadership in space make him exceptionally well suited to lead NASA at this pivotal moment.

Last week, I hosted Breakthrough at Mar-a-Lago, where leaders shaping the future of the space economy met directly with policymakers. The conference featured Type One Ventures, along with a broad slate of innovators working at the intersection of national security, frontier technology, and commercial space. Our discussions centered on America's ability to maintain its strategic and technological edge, precisely the domain where Mr. Isaacman has proven to be a uniquely influential leader. Additionally, we brought together national leaders, entrepreneurs, investors, and technologists to support a shared vision for advancing U.S. capabilities in orbit and beyond. In these forums, Mr. Isaacman's work consistently stands out as emblematic of the ingenuity, mission-driven leadership, and public-private collaboration required to navigate the challenges ahead.

As NASA undertakes essential work, from returning Americans to the Moon, to fostering commercial space station development, to furthering exploration across the solar system, stable, visionary leadership is indispensable. Mr. Isaacman possesses a rare combination of operational expertise, business acumen, technical fluency, and demonstrated passion for human spaceflight. His understanding of the U.S.-China strategic competition in space, his respect for congressional oversight, and his commitment to safeguarding American leadership are clearly aligned with the priorities of this Committee and the needs of the nation.

For these reasons, and on behalf of the many leaders and organizations within the IMA and the broader New Frontier community, I respectfully urge the Committee to advance Mr. Isaacman's nomination swiftly. His confirmation would provide NASA with the capable, future-focused leadership it requires at a moment when America's trajectory in space will shape global power dynamics for decades to come.

Thank you for your consideration and for your continued dedication to America's leadership in science, technology, and the space economy.

Respectfully,

SINAN KANATSIZ,  
*Chairman,*  
Internet Marketing Association.

Senator HICKENLOOPER. Senators will have until the close of business on December 4 to submit additional questions for the record. The nominees will have until 11 a.m. on December 7 to respond to those questions. That is a pretty quick turnaround, but hopefully that does not put you in too difficult a position.

That will conclude today's hearing. The Committee stands adjourned.

[Whereupon, at 12:04 p.m., the hearing was adjourned.]

## A P P E N D I X

### RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TED CRUZ TO JARED ISAACMAN

*Question 1.* During your testimony, when I asked about the architecture of the Gateway program and your plans to utilize the lunar orbiting station's capabilities, you noted that "*the President of the United States would be very excited to see a lunar base.*" While a lunar base is certainly part of the overall Artemis architecture, the Lunar Gateway is intended to serve as a cislunar habitation, staging, and logistics point to enable more robust long-duration missions in cislunar orbit and on the lunar surface—Gateway as a lunar station plays a critical role in enabling the future Artemis missions.

- a. Can you expand upon your plans for Gateway and unlocking the cislunar orbit?
- b. Can you clarify your response and explain how you intend to support the Gateway cislunar space station program, including how you plan to utilize the One Big Beautiful Bill Act funding consistent with congressional intent to develop and sustain an orbital cislunar platform?

Answer. As I noted in my opening remarks and testimony, I believe it is essential for the United States to return to the Moon ahead of our strategic competitors and to build the infrastructure required for an enduring presence in and around the lunar environment. I will, of course, follow the law as written in carrying out those objectives as urgently as possible.

*Question 2. Submitted on behalf of Senator Britt:* During your line of questioning, I appreciated your commitment to utilizing the One Big Beautiful Bill Act dollars as outlined by the law. You also responded that the funds afford NASA with the opportunity to utilize additional heavy lift vehicles for the Artemis IV and V missions. Do you commit to using the SLS rocket for Artemis IV and V as directed by Congress and stated in the law?

Answer. SLS is the fastest path to achieving America's near-term lunar objectives through Artemis V. Pivoting to another architecture earlier than contemplated in the One Big Beautiful Bill could place the Nation at an unacceptable risk of a strategic capability gap. I will, of course, follow the law.

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### RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. ROGER WICKER TO JARED ISAACMAN

#### **Question #1: John C. Stennis Space Center**

The John C. Stennis Space Center is home to NASA's largest propulsion and engine test site. The Stennis Space Center has played a pivotal role in developing and testing our launch capabilities from the beginning of our space program. It also hosts commercial space companies including Rocket Lab, Relativity Space, and L3Harris. As NASA increasingly relies on the commercial space sector to execute its mission, industry at the Stennis Space Center is growing. Because of the Stennis Center's location and buffer zone, it is an ideal place for new commercial space companies to invest in or move to. At the Stennis Space Center, NASA supports the commercial space industry by providing numerous services, including sharing water and chemicals, such as nitrogen and hydrogen.

*Question.* Thank you for your commitment to expanding space industry in the United States. As America's largest rocket propulsion test site, the John C. Stennis Space Center exemplifies how NASA can work with commercial space industry.

Commercial space tenants at the Stennis Space Center are revitalizing existing test stands and building new stands to support their rocket propulsion testing. Modernizing existing test infrastructure can provide cost savings to the company and NASA. Do you agree that existing test infrastructure can support both ongoing and future space missions for NASA and commercial space industry?

Answer. Stennis Space Center is a great example of a NASA center evolving to support both government and commercial programs. While Stennis continues to support several government efforts, it has also revitalized key test platforms and infrastructure to successfully enable commercial industry.

**Question #2:**

In your testimony, and publicly released statements, you have outlined your plan for the future of NASA. This plan prioritizes removing excessive bureaucracy, putting more astronauts in space for enduring missions, enhancing partnerships for scientific exploration, maximizing an orbital economy, and investing in and certifying commercial space missions.

*Question.* As the Administrator, you will have the opportunity to implement your vision for NASA and shape the future of the United States' space capabilities. Under your leadership, how will NASA support and transform the Stennis Space Center to ensure its long-term success?

Answer. Stennis Space Center is a national treasure for engine testing and already serves as a model for evolving to meet current and future missions. Stennis has attracted investments and tenants from some of the most notable commercial space companies, and I see that trend continuing well into the future.

**Question # 3: Reconciliation Funding**

The One Big Beautiful Bill Act included funding for projects that will support Mississippi's space equities including \$700 million for the Mars Telecommunications Orbiter, \$120 million for infrastructure projects at the Stennis Space Center, and \$4.1 million for the Space Launch System, which will enable the United States to continue its missions to the Moon. The Senate marked up Commerce, Justice, and Science appropriations bill for Fiscal Year 2026 includes \$48.2 million for the Rocket Propulsion Test Program as well as accompanying report language, which will ensure that the Stennis Space Center can continue its critical work.

*Question.* The historic investments in the One Big Beautiful Bill Act will bolster the Stennis Space Center's equities through critical infrastructure improvements and engagement with the commercial space sector. Will you commit to quickly obligating funds provided by the One Big Beautiful Bill Act, once confirmed? Will you also commit to working with commercial entities to rapidly move forward on the Mars Telecommunications Orbiter program?

Answer. Yes. I believe it is imperative for NASA to move with urgency in achieving our near-term lunar objectives, for which considerable funding and support have been provided in the One Big Beautiful Bill. I further believe, consistent with my prior testimony, that NASA is capable of undertaking multiple world-changing missions in parallel. In that context, investments in the communications capabilities required to support future Mars missions is certainly worth exploring.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JERRY MORAN TO  
JARED ISAACMAN

*Question 1.* How critical is NASA's Aeronautics Mission Directorate initiatives such as Hi-CAM and high-speed flight programs? How will you support those programs while also enhancing partnership with industry?

Answer. As a pilot, I am very excited about the Aeronautics Mission Directorate and ensuring an intense focus on research and test programs that push the boundaries of speed, altitude, and the materials and sciences that underpin the competitiveness of our aerospace industry. The Hi-CAM program is certainly the kind of study NASA should be investing resources in.

*Question 2.* If confirmed, will you work to prioritize the modernization of NASA's King Air aircraft?

Answer. I am not familiar with the specific modernization request for the King Air aircraft, but if confirmed, I would like to conduct a holistic assessment of the NASA fleet to ensure it is modernized and fully capable of supporting the agency's transportation, research, and inspirational missions. This could include expanding the fleet with both new and existing civil and military aircraft.

*Question 3.* Before sending humans to Mars, we need to solve the problem of landing vehicles safely on an unprepared surface. What can we start doing now to use affordable robotic missions to explore potential landing sites and to get high resolution images and data that NASA and its commercial partners can use to pick the best landing sites and land safely?

Answer. With considerable focus on achieving NASA's near-term lunar objectives, including returning American astronauts and establishing an enduring presence, it

would also be prudent to evaluate affordable robotic missions to Mars in parallel to increase our rate of learning ahead of future crewed missions.

*Question 4.* What plans do you have to maximize use and modernize these resources across the entire civil, commercial, and national security enterprise?

Answer. While NASA pursues the peaceful exploration and discovery in air and space, these domains are also vitally important to national security. If confirmed, I would work with counterparts across OSTP, DoW, DOE, DOT, and other agencies to avoid needless duplication or bespoke programs where synergy is possible. This would help ensure the smooth flow of information, timely decision-making, responsible resource allocation, and faster results.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. DAN SULLIVAN TO  
JARED ISAACMAN

*Question 1.* The Geophysical Institute at the University of Alaska Fairbanks hosts unique, nationally critical assets, including the Poker Flat Research Range and a collection of polar-orbiting satellite downlink antennas, which support national security, military readiness, and space weather research.

- If confirmed, can you commit to visiting Alaska, and specifically the University of Alaska Fairbanks, early in your tenure to see firsthand the strategic importance of this high-latitude research infrastructure?

Answer. If confirmed, I would be happy to make that commitment and, if possible, also tour the Pacific Spaceport Complex.

*Question 2.* The proposed FY26 budget includes reductions to the Science Mission Directorate (SMD) and the elimination of the Office of STEM Engagement (OSTEM), programs which are critical to Arctic science and Alaska's aerospace workforce pipeline. Additionally, the NASA Research Opportunities in Space and Earth Sciences (ROSES) program is foundational to U.S. excellence in scientific discovery and national security.

- If confirmed, will you work to ensure that SMD and OSTEM are adequately funded in the President's budget request to support the fundamental science and workforce development needed to ensure United States space superiority?

Answer. If confirmed, I can commit to being an advocate for science and a strong American workforce and will do all I can to maximize the scientific value of every dollar provided by Congress.

*Question 3.* Alaska Satellite Facility (ASF) serves as NASA's Distributed Active Archive Center (DAAC) for strategically important synthetic aperture radar (SAR) data. It is my understanding that NASA is considering DAAC consolidation that could shift responsibilities to Washington, D.C., potentially undermining mission effectiveness and harming critical Arctic operations.

- If confirmed, can you commit to evaluating any proposed DAAC reorganization and flagging any potential impacts to the Alaska Satellite Facility with my office before a final decision is made?

Answer. I am not familiar with any plans to consolidate or reorganize the DAAC, but would commit to working with your office and Congress on any potential implications.

*Question 4.* The Pacific Spaceport Complex on Kodiak Island is the only high-latitude, polar-capable spaceport in the United States. It's state-owned, strategically located, and has already supported both government and commercial launches. With rising demand for orbital launch, facilities like Kodiak could become even more important—not just for commercial growth, but for national security.

- What role do you see commercial spaceports like the Pacific Spaceport Complex Alaska playing in the future access to space?

Answer. The nation already lacks sufficient complexes to meet anticipated commercial and national security launch requirements—and I see existing facilities like the Pacific Spaceport Complex as a logical path to help meet that demand.

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RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. TED BUDD TO  
JARED ISAACMAN

*Question 1.* Since 1998 the NASA Michoud Assembly Facility (MAF) has been home to the National Center for Advanced Manufacturing, and more than \$62 million has been invested in equipment, facilities, and people to ensure this is a nationally relevant capability.

With the retirement of the Space Shuttle, NASA moved to a multi-tenant model, enabling commercial partners to leverage this asset. Unfortunately, in recent years it has become more difficult for external partners to leverage the facility's unique capabilities.

Do you support allowing commercial companies to leverage the MAF and allowing that facility to become a key part of the rebuilding of America's industrial base? Do you see such a model being an example for other capabilities across NASA facilities?

Answer. I believe NASA must constantly evaluate how to maximize its unique facilities and test infrastructure to best support the mission of the agency, commercial partners, and the broader industrial base. Several NASA centers have already taken positive steps in this direction, and it should remain an area of focus going forward.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. ERIC SCHMITT TO  
JARED ISAACMAN

*Question 1.* Mr. Isaacman, China has used radioisotope power systems to survive the lunar night since 2019, giving it the only continuous presence on the Moon, and it plans to launch more missions using this technology in 2028. U.S. landers, by contrast, are limited to 14 days because they cannot operate through the lunar night. While NASA has announced plans for a fission reactor by 2030, that system does not address the immediate need for continuous power on lander missions this decade. Can you speak to what you see as the future of nuclear power in space and the need to have this technology incorporated into future NASA missions?

Answer. I am very passionate about NASA continuously recalibrating to focus on the near-impossible—the things no other agency or organization is capable of accomplishing. In that regard, it is imperative that NASA dramatically expand and accelerate investments in nuclear programs, including propulsion and surface-power systems. This should include high- and low-power reactors on timelines much faster than 2030, in addition to more traditional RTGs.

*Question 2.* Mr. Isaacman, NASA has a wide portfolio of space science programs, ranging from satellites and rovers to sounding rockets and balloons. Programs like NASA's high-altitude balloon missions provide a unique, cost-effective platform for testing instruments, conducting research, and training the next generation of scientists. Institutions such as Washington University in St. Louis, through the McDonnell Center for the Space Sciences, depend on these suborbital programs to develop and flight-test cutting-edge instruments and to train students and early-career researchers in hands-on space science and instrumentation. Could you explain why it is important for NASA to maintain a diversity of mechanisms, including balloon programs, sounding rockets, and other suborbital platforms, for advancing space science, and how these complement larger satellite and deep-space missions?

Answer. Orbital and deep space missions are costly and carry far more risk than various suborbital alternatives. To the greatest extent possible, NASA should look to suborbital platforms to capture relevant science and test data that can derisk or supplement expensive orbital missions. I also more than acknowledge and value the associated STEM benefits of these suborbital programs working alongside academic institutions.

*Question 3.* Mr. Isaacman, in 2028, China plans to fly International partners' payloads to Mars on their Mars Sample Return mission, Tianwen-3. China has made up to 15 kilograms of mass available for international collaboration projects on the mission's Earth return orbiter (ERO) spacecraft and a further 5 kg on the Mars orbiter (MO). United States commercial providers have over 1000 kg of additional payload capacity available to fly international partners' payloads to Mars on a 2028 mission. How is NASA and the Science Mission Directorate working to ensure our international partners fly their Martian payloads on American spacecraft, built and flown from American soil, rather than on Chinese spacecraft, built and flown from China?

Answer. As mentioned in my opening remarks, NASA is faced with a great competitor moving at impressive speed. Competition can be a good thing, but this is not a race we can afford to lose. It is imperative that NASA:

- *Clear obstacles and bureaucracy* that impede progress and give our competitor room to move faster, while also making it easier for commercial and international partners to work with the agency.
- *Intense mission focus—including the contributions of our international and commercial partners—this includes:* American leadership in the high ground of space, the return of American astronauts to the Moon and establishment of an enduring presence, investment in next “giant leap” capabilities such as nuclear

propulsion and surface power, and accelerated Mars exploration. We must also establish the orbital economy to fund the future we all want to see in space and evolve NASA into a force-multiplier for science to increase the rate of world-changing discoveries.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO  
JARED ISAACMAN

***Commitment to Competition and Redundancy for Critical Missions*** As we discussed during the hearing, NASA's exploration programs are faced with steep competition from China. Given significant taxpayer investment in these programs, the United States cannot afford to allow critical missions to have a single point of failure and must ensure that contract formulation fosters competition among commercial providers.

**Question 1.** I appreciated the comments you made during our exchange in support of competition between SpaceX and Blue Origin. However, I have been made aware that contracting differences between the two HLS providers may not provide an even playing field for them to compete for the Artemis III mission. For example, SpaceX is contracted for Artemis III with fewer requirements, while Blue Origin is not on contract to deliver until the Artemis V mission and has more requirements. What is your plan to put both providers on equal footing, making Artemis III a true competition so the U.S. can beat China to the Moon?

Answer. If confirmed, I fully intend to solicit feedback from all commercial partners on ways to reduce requirements and remove obstacles that impede America's near-term lunar objectives. This applies not only to Blue Origin and SpaceX, but to Lockheed Martin, Boeing, Northrop, and every other vendor contributing to Artemis and NASA's broader mission. As I stated during the hearing, America is best served when both HLS providers are able to compete—and as a nation, we must select the first landing system ready to ensure the United States returns to the Moon before China.

**Question 2.** Reconciliation provided \$700 million for a Mars Telecommunications Orbiter (MTO) mission. However, the law limits the competition to two or perhaps even one bidder. What is your plan to ensure a true competition for the MTO spacecraft and mission in order to maximize the investment to deliver a system capable of meeting Mars communication relay needs for at least the next decade?

Answer. I believe NASA is capable of advancing multiple world-changing missions in parallel, including discovery and exploration efforts on Mars. In that respect, it makes sense to begin investing in the capabilities required to support those missions, including the MTO program. If confirmed, I will review the agency's approach to this effort and ensure it is pursued through a lawful and competitive process.

**Question 3.** The Lunar Terrain Vehicle is the rover that Artemis astronauts are expected to use to traverse the lunar surface and extend their exploration of the Moon, beginning with Artemis V. To minimize the risk of delay, NASA has planned to have two of the three commercial LTV teams proceed to the Critical Design Review phase. Assuming that Congress provides adequate funding, do you agree that this plan will put NASA in the best position to maintain the Artemis timeline?

Answer. I am not familiar with the current contracting approach for the Lunar Terrain Vehicle. However, it is imperative that the vehicle be ready to meet mission requirements and timelines—particularly as we work toward a growing and enduring presence on the lunar surface. If confirmed, I will review the state of the program and ensure it is competitive and properly resourced to minimize risk to Artemis objectives.

***NASA FY26 President's Budget Request Implementation and Whistleblower Report.*** In September, my office released a report which included multiple accounts and documents from brave NASA whistleblowers showing the Administration's efforts to illegally implement the dangerous cuts in the President's Fiscal Year 2026 Budget Request. This not only disregarded Congress's constitutional role to determine spending; it jeopardized NASA's missions and their safety.

**Question 1.** Will you fully implement the funding levels Congress sets for NASA in 2026 and beyond?

Answer. As stated in my testimony, I commit to always follow the law and to maximize the scientific value of every dollar afforded by Congress.

**Question 2.** Will you be a strong advocate for NASA and protect its resources from misguided cuts?

Answer. I am a passionate supporter of NASA and will do all I can, with the resources provided, to execute on its world-changing mission.

*Question 3.* When you testified previously, you called potential drastic cuts to NASA's science budget "suboptimal." Do you stand by that testimony, and will you defend NASA's science budget if confirmed?

Answer. I support the President's goal of returning the Nation to a sound fiscal position, and that will likely require government agencies to do more with less. I do not believe NASA should be an exception. If confirmed, I will do all I can to advocate for and maximize the scientific potential of every dollar afforded by Congress.

**Project Athena.** In May 2025 you drafted your Project Athena Strategic Plan which detailed your vision for NASA, if confirmed. While the plan shows your commitment to maintain continuity in space exploration through the Artemis Program, it lacks robust discussion of other key areas of NASA's mission including aeronautics and space technology development.

The plan also introduces the idea of 'science-as-a-service' as a method of reducing the costs of scientific research. During the December 3 confirmation hearing you said that you "stand behind everything in the document."

*Question 1.* Do you believe that there is a need for NASA to continue collecting its own observations in addition to leveraging commercial imagery?

Answer. The draft document included research requests in areas where information was either unavailable or not accessible to a nominee, so it should be understood that some sections were less developed than others. That said, the collection of scientific data is not binary. In Earth observation, for example, there will be cases where data can be acquired more affordably through commercial constellations, and others where only NASA possesses the necessary capability. This evolution has already occurred across other government and national security observation missions and could similarly free resources for planetary science and other missions commercial providers cannot support.

*Question 2.* Can you commit to ensuring that any cost savings, particularly those achieved by using science-as-a-service for Earth observations, will be reinvested in NASA's capacity to conduct world class research focused on both Earth and space science disciplines?

Answer. Yes, that was always the concept worth exploring.

*Question 3.* Can you commit to pursuing sufficient funding for a robust NASA aeronautics portfolio that develops pre-competitive technology that supports U.S. aerospace industry leadership worldwide?

Answer. Yes. NASA Aeronautics should be working on cutting-edge test programs that push the boundaries of speed, altitude, and materials necessary to ensure the competitiveness of American aerospace industries.

**Workforce Plans and Reorganization:** You noted in your testimony that some of the most talented people in America show up to work at NASA. Under the current Administration, NASA has seen over 4,000 employees—roughly 20 percent of its workforce—opt to leave under the deferred resignation program or early retirement, in addition to normal attrition. In Project Athena, you propose to consolidate all ongoing staff reductions and reorganization initiatives into a single, comprehensive plan.

*Question 1.* Before implementing this plan, will you commit to sharing it and discussing it with this committee?

Answer. Should I be confirmed, I will work alongside Congress and this committee specifically. It is worth noting that the draft document was several months old and developed during a period when NASA was contemplating multiple RIF and reorganization efforts. Given how much time has passed and how much has changed since then, I am not certain a comprehensive reorganization, at least on the scale previously contemplated, is even still necessary.

*Question 2.* Considering the turmoil Federal agencies experience when subjected to poorly justified structural overhauls, can you commit to also ensuring that any proposed major reorganization of NASA will be based on clear, evidence-based justification and transparent strategic need and will be shared and discussed with this committee before implementation?

Answer. The idea—if necessary at all—was always intended to be a data-driven reorganization informed by broad input, including from this committee.

**Human Spaceflight Safety and Oversight:** As the only private sector astronaut to conduct extra vehicular activity in orbit, you have unique experience with the role that NASA plays or should play in ensuring the safety of commercial human spaceflight activities. In this regard, and referencing the current limited reg-



ulatory framework for commercial human spaceflight known as the “learning period,” your Project Athena Strategic Plan proposes a study for a “Starfleet Academy” that would be capable of certifying launch and spaceflight hardware for operation, training operators and flight crew members, and certifying the competence of such personnel.

*Question 1.* For NASA’s human spaceflight programs and missions, what principles should guide certification processes and operational decisions that appropriately balance cost and schedule, mission objectives, and safety requirements?

Answer. It is worth noting that the draft document was intended to—at a much later stage—initiate research, discussion, and input across the agency, industry, and Congress to begin addressing these types of questions. At present, I believe the existing learning period remains appropriate until industry reaches a more mature state. That stated, researching and preparing for the future seemed prudent, and NASA is likely the organization best positioned to lead in defining what a post-learning-period certification environment should look like.

*Question 2.* Based on your experience, do you believe that NASA’s certification processes and expertise in human spaceflight are being effectively utilized by commercial industry and the FAA Office of Commercial Space Transportation?

Answer. I believe NASA possesses the ultimate subject-matter expertise to help shape the future of commercial hardware, operator, and crew certification. I also suspect there is significant learning to be captured—and improvements to be made—based on experience from the HLS, Commercial Crew and Cargo programs.

*Question 3.* Given that an institution such as your proposed *Starfleet Academy* could be an effective mechanism for defining and implementing an appropriate role for NASA in commercial human spaceflight oversight, will you commit to sharing the results of the proposed study with Congress?

Answer. I would, as I believe—like all major NASA endeavors—success depends on collaboration and advocacy from all key stakeholders.

***NASA Aeronautics Research and Development and the Spokane-Coeur d’Alene Tech Hub.*** NASA’s aeronautics R&D is essential to maintaining the global competitiveness of our aerospace industry. For example, in partnership with industry, NASA’s Hi-Rate Composite Aircraft Manufacturing (Hi-CAM) Project develops advanced composite materials that promise to make aircraft lighter and more fuel efficient. This is key for ensuring that next generation aircraft are manufactured here in the U.S.

We have established a Washington and Idaho Tech Hub in Spokane focused on advanced thermoplastics with the goal of enabling manufacturing by industry at scale. This is an ambitious goal, and the NASA and industry Advanced Composites Consortium has been very supportive of this initiative.

*Question 1.* Will you fight for NASA’s aeronautics budget to sufficiently fund projects such as Hi-CAM, and will you support pre-competitive technology development initiatives that keep our aerospace industry ahead of our competitors, such as the Advanced Aerospace Materials and Manufacturing Tech Hub?

Answer. Yes. I am very passionate about NASA’s Aeronautics program, and I believe the agency can do far more through research and test programs that push the boundaries of speed, altitude, and advanced materials.

***NASA’s Role in Developing Aviation Technology.*** NASA’s research has played a pivotal role in advancing the aviation industry, driving innovations that and capabilities later used by the FAA enhance both safety and cost-efficiency within the National Airspace System (NAS).

Examples include the System-Wide Safety (SWS) project, where NASA has conducted research to understand how the modernization of industry and aircraft can affect overall safety, and is developing an In-Time Aviation Safety Management System (IASMS) to address operational risks and hazards of a transformed NAS.

*Question 1.* Will you commit to maintaining NASA’s focus on leading edge technologies that will improve the safety of aviation and the NAS?

Answer. Yes—this is an area in which NASA has historically been very successful.

*Question 2.* As we look to the future, what specific actions will you take to further support and accelerate NASA’s efforts in developing next-generation commercial aviation technologies?

Answer. This goes to the heart of NASA’s Aeronautics mission, and it begins with a thorough review of the portfolio to ensure resources are focused on what no other agency or organization is capable of accomplishing. From there, it becomes cultural and organizational—eliminating obstacles that impede progress and ensuring the

best and brightest are working urgently on the breakthroughs NASA, including Aeronautics, was meant to deliver.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. EDWARD MARKEY TO  
JARED ISAACMAN

*Question 1.* Mr. Isaacman, I want to recognize your support for the continued operation of NASA's Chandra X-ray Observatory. Chandra is proudly operated for NASA and includes U.S. Military Veterans on its staff. Science has always been the heartbeat of NASA. In fact, the very first objective listed in the *National Aeronautics and Space Act of 1958* is "the expansion of human knowledge of phenomena in the atmosphere and space."

a) With that founding mandate in mind, do you agree that maintaining a robust science portfolio is critical to U.S. leadership in discovery?

Answer. Yes.

b) If so, can you explain specifically your view on how long-term flagship missions—like Chandra, our space telescopes, and planetary rovers—as a sustained priority that must run parallel to human exploration?

Answer. I have always been a strong advocate for science, and I believe it would be a mistake to prematurely retire flagship missions that continue to deliver meaningful results at very low overhead cost. Chandra and our telescope missions such as Hubble are great examples where the scientific yield relative to the ongoing cost remains highly favorable.

*Question 2.* Mr. Isaacman, during your hearing, you said I mischaracterized your recent suggestion that NASA purchase 'science-as-a-service' for Earth observations. While NASA has used commercial data to supplement Earth science, some Earth-observing capabilities are inherently governmental—they require decades-long continuity, transparent calibration, and open public access, forming the baseline for both Federal agencies and commercial providers.

a) Please detail why, in your view, it is important for NASA to maintain operating certain data capabilities, such as these foundational systems.

Answer. I believe it is a mistake to assume that collecting data or calibrating systems the same way we have for decades remains the most appropriate or affordable path. Many national security missions have already evolved from bespoke satellites to procuring data from commercial providers at far lower cost. That approach could free resources for missions—such as planetary science or heliophysics—that commercial providers cannot address. This is not binary. There will be Earth observation missions that NASA must retain for technical or strategic reasons, but we should still take advantage of affordable alternatives where they exist.

b) How would you balance and leverage existing government-owned capabilities with obtaining commercially available data?

Answer. Similar to the above, I would work with experts within the agency and solicit input from academia and commercial providers to identify opportunities to achieve the same or superior science at lower cost.

*Question 3.* The 2024 Solar and Space Physics Decadal Survey highlighted the success of NASA's three Drive Science Centers, including the SHIELD Center, which is building a "digital twin" of the heliosphere to study cosmic radiation. This work is critical for both fundamental solar science and preparing for human missions to Mars and beyond. As the initial contracts for these Centers come to an end, how will you sustain their research and the benefits they provide, particularly for SHIELD?

Answer. If confirmed, I will work with the best and brightest at NASA and across academia to ensure we never allow a lapse in scientific missions vital to achieving the agency's overarching goals.

*Question 4.* Do you agree that climate observations are integral to our understanding of atmospheric conditions on our own planet and other planetary bodies in our solar system? Why or why not?

Answer. We inhabit only one planet *at this time*, so we should invest scientific resources in understanding it—especially the conditions that affect human life through flooding, wildfires, droughts, and weather. At the same time, we should study other planets to the greatest extent possible as we work to unlock the secrets of the universe and prepare for the day American astronauts may operate for extended periods of time on other celestial bodies.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. GARY PETERS TO  
JARED ISAACMAN

*Question 1.* In many of your answers in your last hearing, you noted that you were not privy to any internal budgetary planning conversations. However, you did share that you looked forward to reviewing the Office of Management and Budget's recommendations and working with Congress to determine the appropriate level of funding to ensure NASA can execute its mission.

Now the president's request has been made public, and it includes a 24.3 percent decrease in overall funding and a 47 percent cut in funding for the Science Mission Directorate. Further, O-M-B has instructed NASA to comply with the request without approval from Congress.

If confirmed, are you prepared to push back against these efforts to ensure that we do not continue to see cuts to NASA's budget and staff without Congressional approval?

Answer. I support the President's goal of reducing the deficit and ensuring the Nation remains on sound financial footing. That stated, if confirmed, I will work with Congress and always follow the law—ensuring NASA maximizes the scientific value of every dollar allocated.

*Question 2.* We have seen massive reductions in staffing across agencies. The president's budget request for Fiscal Year 2026 includes a significant reduction in staff at NASA. The Office of Management and Budget has directed NASA to comply with the president's budget request without approval from Congress.

As a result, we have already seen over 3,000 employees leave NASA since January. This loss in staff jeopardizes NASA's ability to complete missions safely and efficiently. You have big plans for NASA, but I fail to see how we achieve them if we are not retaining talent.

What is your plan to ensure that NASA remains sufficiently staffed? How do you plan to do that in an environment where NASA's budget decreases?

Answer. I believe NASA can only achieve its world-changing mission—to undertake the near-impossible on behalf of all humankind—with the support and contributions of the best and brightest across the Nation. When NASA focuses on what no one else can do, it will naturally attract the talent that seeks to work at the world's most accomplished space agency. If confirmed, I will do all I can with the resources afforded by Congress to support the mission.

*Question 3.* The Artemis program—in addition to achieving a key national strategic goal—supports thousands of jobs across the U.S. manufacturing supply chain. This is extremely important in Michigan where suppliers are critical to NASA missions and goals.

Unfortunately, the past year has been unpredictable and erratic for our Nation's space program creating a lot of uncertainty for companies supporting NASA missions—especially small businesses.

Although Congress has stepped in to provide some base funding stability through Artemis V, delays in one element of Artemis can lead to inefficient workflow and costs for those who are ready to deliver.

As Administrator how will you work to provide a stable environment that ensures Artemis maintains its launch schedule?

Answer. If confirmed, I will do all I can to pull the present launch schedule forward, as it has been consistently delayed and over budget. NASA is faced with a rival moving at impressive speed, and it is imperative that we remove obstacles impeding progress and return to delivering world-changing missions as quickly and affordably as possible.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TAMMY DUCKWORTH TO  
JARED ISAACMAN

**Question Topic: U.S. Space Leadership**

*Question 1.* Ensuring multiple commercial providers of transportation and other mission components is critical to improve safety, ensure efficiency, maintain leadership and successfully complete missions. NASA has long supported that approach as shown in the "ISS Lessons Learned" report, in which NASA wrote that "dis-similar redundancy in transportation has been critical to the preservation of the ISS . . . . Future exploration programs must be structured with alternative transport vehicles, so there is no particular system that becomes a single-point-of-failure."

Do you agree with the approach of securing multiple commercial providers for transport components of missions, as stated in NASA's "ISS Lessons Learned" report? Please explain your reasoning.

Answer. I believe that for capabilities vital to national security, it is imperative that the Nation maintain redundancy—such as launch vehicles, human-rated spacecraft, and landers. It is worth noting that for much of the past two decades, and even today, U.S. space policy relies on a single heavy-lift launch platform for crewed lunar missions. Fortunately, industry investment and innovation now stand to reduce that dependency in the near future.

*Question 2.* In your opening statement, you said “we are in a great competition with a rival that has the will and means to challenge American exceptionalism across multiple domains, including in the high ground of space. . . if we fall behind—if we make a mistake—we may never catch up, and the consequences could shift the balance of power here on Earth.” This is a sentiment I agree with and we are much less likely to make a mistake that causes us to fall behind if no one mistake can derail a mission.

How do you plan to ensure that all aspects of the Artemis missions have redundancies and therefore help protect our global leadership?

Answer. While I don’t believe it is always appropriate for the government to buy two of everything, capabilities vital to national security—such as launch, human-rated spacecraft, and landers—justify having more than one path to mission success. As noted above, for more than two decades it has been U.S. policy to rely on a single launch vehicle for human lunar objectives, but thanks to commercial industry investments, that dependency will likely diminish.

Should this include the Human Landing System of the Artemis III mission, that has consistently been delayed?

Answer. I believe it is factual that there have been extensive delays across the entire Artemis architecture, and that must be addressed through improvements within NASA and across our commercial and international partners.

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RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. JACKY ROSEN TO  
JARED ISAACMAN

**Question Topic: Future of NASA**

I’d like to discuss your vision for NASA’s future and how you intend to position the agency for long-term U.S. leadership in space. Microgravity research—the conducting of experiments not possible here on Earth—has historically produced major breakthroughs in biomedical science, materials development, and advanced manufacturing.

*Question 1.* Mr. Isaacman: Given the competitive international landscape, do you support elevating microgravity research as a national strategic priority? And would you support partnering with commercial microgravity research payload services to promote American leadership and avoid ceding this domain to foreign competitors?

Answer. Consistent with my testimony, I believe it is imperative that NASA help unlock an economy that directly requires the unique environment of microgravity—otherwise the future of space will remain largely taxpayer-funded. In that respect, NASA should do all it can, alongside industry and academia, to prioritize the highest-potential science and research on the ISS and through suborbital providers where appropriate, in order to accelerate the emergence of a sustainable orbital and eventually lunar economy.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JOHN HICKENLOOPER TO  
JARED ISAACMAN

**Scientific Workforce Pipeline**

Mr. Isaacman, your “Project Athena” strategic plan aligns with the President’s budget request to cut NASA’s Science Mission Directorate by nearly 50 percent. You have also advocated for NASA to adopt a “science-as-a-service” model where we buy data from industry rather than running missions ourselves. NASA science funding not only pays for data, it pays for people. NASA grants directly fund the tuition and stipends of the students and postdocs who become our nation’s experts in aerospace, space sciences, and physics. These proposed cuts effectively fire the next generation of American scientists before they even graduate.

*Question 1.* Mr. Isaacman, how will you ensure American dominance in space when these proposed cuts could dismantle the training pipeline for the very workforce we need to maintain it?

Answer. To be clear, the draft document referenced never made any determinations to cut agency budgets or programs and science-as-a-service was something to

research specific to certain earth-observation missions. Referring broadly to science and the future workforce pipeline, the objective was always to make NASA a force multiplier for science—applying agency resources and talent to enable academia to increase the rate of world-changing discovery. Consistent with my testimony, I believe it is fundamental to NASA’s mission to direct grants to academic institutions that develop the pipeline of future scientists, engineers, researchers, and astronauts, and to support science and technology development aligned with agency objectives.

*Question 2.* Mr. Isaacman, China is actively increasing its investment in STEM education. If we push our brightest young minds out of the field by defunding their training supported by NASA, aren’t we just handing our advantage over to our adversaries?

Answer. I believe inspiration and STEM engagement are inherent in everything NASA does. By executing on the mission—which naturally requires extensive collaboration with academic institutions—inspiration and STEM education will follow. That next generation can then join the great adventure, whether at NASA or in industry, strengthening America’s competitiveness and national interests.

#### **Science Cuts’ Impact on Partnerships**

Mr. Isaacman, “Project Athena” aims to terminate active scientific programs and close NASA facilities. Our scientific partnerships are built on decades of trust, stability, and collaboration among researchers at NASA Centers. If we abruptly shutter labs, terminate scientists and engineers, and cancel programs, we aren’t saving money: we are burning bridges with international allies.

*Question 3.* Mr. Isaacman, how can NASA remain the partner of choice for the world’s best scientists and space agencies if these commitments are abandoned?

Answer. The Athena document, as referenced, does not make any determinations regarding active scientific programs or the closure of any facilities.

*Question 4.* Mr. Isaacman, if a university or international partner has spent millions building an instrument for a NASA mission, what impact would cancelling that mission to save cash have, why would any international partner trust a signed agreement with NASA ever again?

Answer. As previously note, the Athena document does not make any such determinations. That said, while I am a strong advocate for science, I do not believe every mission or endeavor should be funded solely because an academic institution or international partner has contributed to it. NASA must be responsible for the resources afforded by congress and focus on the world-changing missions the agency was created to pursue—missions no other organization is capable of accomplishing. And to be clear, academic institutions and international partners are essential to achieving those goals.

#### **NASA Facilities Infrastructure**

NASA’s ten Centers across the country play a key role in our space enterprise. These Centers design experiments and analyze data to produce key scientific findings; assemble, test, and prepare leading-edge payloads and spacecraft for in-space operations; and serve as mission control centers and collaboration hubs with researchers across the U.S. and world. In Project Athena, you expressed certain views which question the role or efficacy of NASA’s network of Centers.

*Question 5.* Mr. Isaacman, if any of NASA’s Centers are closed or consolidated, how would you ensure NASA—and the U.S.—does not lose any critical capabilities in science?

Answer. Consistent with my testimony, I do not believe it is a good use of time or resources to close centers when NASA requires the best and brightest to achieve world-changing missions. The document in question focused more on *logically organizing* assets across the agency—for example, considering Armstrong, which manages aircraft, actually oversee NASA’s aviation fleet. Likewise, it suggested potentially repurposing resources that are currently supporting infrastructure or test assets in disrepair and with little-to-no demand, toward infrastructure and capabilities that are in great demand and vital to NASA’s mission and to national security.

#### **Impact of Goddard Closures**

Mr. Isaacman, we have received reports that critical spaces essential for the Nancy Grace Roman Space Telescope at the Goddard Space Flight Center are being closed on a compressed timeline. Earth observation missions like AQUA and TERRA are being shuttered. The DAVINCI mission to study the atmosphere of Venus is also on the chopping block. These events will have ripple effects throughout the space science ecosystem.

Scientists, universities, and companies across the country, including in Colorado, are contributing to these missions, using the data they produce, and improving life for us here on earth.

*Question 6.* Mr. Isaacman, how does the cancellation of productive investments like these align with your stated goal to “maximize the likelihood of discovering scientific value”?

Answer. I am not aware of any specific facility closures or cancellations of science programs. I am an advocate for science, and I have publicly defended missions—even offering to help personally fund some, including Nancy Grace Roman, Hubble, and the Chandra X-ray Observatory. I believe flagship missions that continue to yield meaningful scientific data at relatively low cost should operate as long as the cost-to-yield ratio remains favorable.

#### **Earth Observation Capabilities**

Space assets play a crucial role not just in exploring the cosmos, but also in protecting life and livelihoods here on Earth. Satellite-based observations for flooding, winds, lightning, drought, space weather, wildfires, and crop yields drive safety and economic strength across America.

*Question 7.* Mr. Isaacman, what are your plans for ensuring continuity of space-based observations and assured U.S. access to the data we need to protect American citizens and drive national economic growth?

Answer. I have always defended the importance of Earth observation data and making it freely available to academic institutions. We should also remain open-minded about how to capture that data affordably, recognizing that several Earth observation constellation providers are now capable of delivering portions of the mission at lower cost. Leveraging those commercial capabilities and capacity could free resources for exciting planetary science missions that only NASA is capable of undertaking.

#### **Microgravity Research**

NASA has led the world in delivering countless scientific breakthroughs thanks to research experiments conducted on the International Space Station (ISS). We have analyzed how proteins can crystallize in space, which led to drug development for conditions like muscular dystrophy. Over its decades in space, the ISS is now on track to be retired later this decade. Going forward, we believe it is essential the United States continues our sustained human presence and microgravity research in space.

*Question 8.* Mr. Isaacman, if confirmed, how will you ensure NASA and Federal agencies have continued access to new commercial space stations to conduct scientific research?

Answer. I have always taken the position that NASA should maximize the remaining life of the ISS and prioritize high-potential research—including the areas you referenced—so we can accelerate the development of an orbital economy and give commercial space stations the best chance of success. I have also consistently supported maintaining a “continuous *heartbeat in space*” and believe the United States should never accept a capability gap in low-Earth orbit, for scientific, economic, and national security reasons.

#### **National Academies Decadal Surveys**

Decadal surveys represent a consensus from the scientific community on the highest priority scientific questions for NASA to investigate, and help enable efficient use of taxpayer dollars through this prioritization process. However, you have suggested in past remarks that the Decadal Survey process is too slow to incorporate new discoveries and that these documents are overly prescriptive when it comes to NASA priorities.

*Question 9.* Mr. Isaacman, can you provide further context for your suggestion that the decadal prioritization process should be reevaluated?

Answer. Given the extent of the commercial space economy today—with numerous launch providers, lower costs, and rapid data analysis enabled by AI—a faster approach to prioritizing science than once per decade should be considered. Just because we have conducted our processes a certain way for decades does not mean it remains the most effective or efficient model for this new space age.

#### **NASA Science Mission Directorate**

NASA’s most transformational missions typically take many years to go from formulation to development to launch to operations, often going beyond any one term or majority in Congress. There has been a push to speed up implementation time,

but this is unlikely to happen any time soon and there are currently a slate of missions in development that have years left until completion.

*Question 10.* Mr. Isaacman, how do you plan to address the current slate of science missions to ensure that during your tenure they continue on to launch and minimize costs to the taxpayer?

Answer. I fully acknowledge that some missions will inherently span longer than a single administration to plan, build, and launch. Certain challenges demand those timelines. However, NASA should not grow comfortable with 'generational programs' when there is clear hunger for data and discovery. If confirmed, I would intend to challenge the system to pursue breakthrough scientific missions as quickly and affordably as possible.

*Question 11.* Mr. Isaacman, how will you sustain a scientific community working on these projects that relies on long-term stability and programmatic direction to achieve their strongest and most creative outputs?

Answer. I do not believe most scientists want to build careers around a single program, but rather contribute to *families* of missions that build on previous successes—as we saw with Explorer, Pioneer, and Mariner. These iterative programs are not a replacement for exquisite flagship missions such as JWST, Dragonfly, or Europa Clipper, but we should not be comfortable with single scientific programs that unfold over decades when there should be hunger for data, iteration, and mission success at a much higher cadence.

### **Mars Sample Return Mission**

The United States has led the world in the exploration of Mars since Vikings I and II landed in 1976. During questions from your first hearing, it was discussed how the Mars Sample Return mission will be crucial for planning a human mission to Mars. It is becoming increasingly clear delaying Mars Sample Return or waiting for astronauts to pick up the samples will make the human exploration of Mars much more costly and potentially dangerous, and it will cede decades of U.S. space exploration leadership to China. Martian soil has substances known to be toxic, as well as uncharacterized biological potential.

*Question 12.* Mr. Isaacman, what is your plan to assess offers from U.S. companies to perform the Mars Sample Return mission as a commercial service for a fraction of the previous estimated cost?

Answer. I believe a Mars Sample Return mission could lead to the most consequential scientific discovery in human history, and in that respect, I am eager to investigate the opportunities to pursue such a mission.

### **Space Resources Utilization**

Space resources, and the extraction and mining of such resources, have the potential to support and enable future mission architectures, reduce reliance on Earth-sourced materials, and expand what is possible in space exploration. Developing the science of space resources and the technology to advance them is critical to maintaining our preeminent position as a spacefaring nation.

*Question 13.* Mr. Isaacman, how will you ensure that NASA's approach to space resources—across research, policy, and partnerships—promotes responsible use while strategically integrating these capabilities into future exploration architectures, commercial missions, and potential Earth-supply applications?

Answer. NASA is fortunate to have many talented subject-matter experts, along with numerous avenues to solicit input from industry and academia. I am particularly interested in resource utilization as a means to ignite an orbital and lunar economy capable of helping fund the space-faring future so many hope to see realized. There are, of course, significant scientific benefits to resource analysis, as well as practical applications—including shielding and habitats—that will likely be essential for sustained human operations on the Moon and Mars.

### **Small Satellite Deep-Space Missions**

Colorado is home to one of the Nation's largest aerospace workforces and multiple major research universities and Federal labs. Small satellites are increasingly critical for scouting, communications relays, technology demonstrations, and space weather monitoring.

*Question 14.* Mr. Isaacman, what role do you see for small satellites in enabling human and robotic missions in cislunar and deep-space? What policy support or funding mechanisms would best enable a sustainable cadence of small deep-space missions?

Answer. As you may be aware, I have spoken and written extensively about NASA serving as a force-multiplier for science—leveraging talent, bulk buys of

launch and spacecraft buses, and enabling academia to undertake more meaningful discovery missions, including in cislunar and deep space. I believe programs of this nature could help differentiate academic institutions and provide access to exploration assets that attract students and researchers. I have had initial conversations with academic institutions and industry on this topic and, if confirmed, would look forward to exploring the concept further.

#### **STEM Education & NASA**

You have stated previously that you view STEM Education as crucial for inspiring future generations and driving innovation as we compete with China and other countries. As you know, NASA's Office of STEM Engagement (OSTEM) and Space Grant Consortium works with non-profit affiliates across Colorado and nationwide to deliver quality STEM engagement programs to K-12 and college students. These programs successfully build a STEM workforce, connect students and faculty with NASA programs, and bridge academia to industry.

*Question 15.* Mr. Isaacman, will you work with me to ensure that these OSTEM programs continue to grow to meet the challenges ahead?

Answer. I believe STEM education and inspiration is inherent in all that NASA endeavors to accomplish and is vital to the long-term success of the agency.

#### **Artemis Mission Supply Chain**

In response to a question regarding the One Big Beautiful Bill's funding for the Space Launch System (SLS) for Artemis missions through Artemis V, you seemed to indicate that by that point, there will be other heavy lift options available and thus revised architectures may be possible. However, hardware is in flow now that supports SLS and Orion for flights beyond Artemis V. To interrupt the existing supply chain would risk putting in place another gap in U.S. human spaceflight capability—and as you rightfully stated in your testimony, we can never afford to let that happen again.

*Question 16.* Mr. Isaacman, since we may not know the status or success of these alternative launch vehicles and landers for at least 3-4 more years, will you commit to maintaining the existing supply chain and progress on hardware to support future Artemis missions beyond Artemis V at least until such time as we have a new vehicle (or vehicles) in place that is fully certified to fly with humans?

Answer. I will certainly commit to working with Congress and will always follow the law. As it stands, the One Big Beautiful Bill contemplates funding through Artemis V, and in that respect, I agree that SLS and Orion are the most expeditious path to meeting near-term lunar objectives. However, it is worth acknowledging the cost of SLS as highlighted by NASA's Inspector General, and recognizing that if we want an enduring presence on the Moon—with mission cadence greater than every few years—and future missions to Mars and beyond, it will be imperative to eventually pivot to an architecture that enables more frequent and affordable launches.

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#### **RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JOHN FETTERMAN TO JARED ISAACMAN**

*Question 1.* Mr. Isaacman, President Trump signed an executive order on August 28th that ended collective bargaining agreements between Federal employee unions and various Federal agencies, including NASA. In its justification for this move, the Administration stated that these collective bargaining agreements impede national security because they could delay implementation of "time-sensitive" national security measures. While the Civil Service Reform Act of 1978 allows for the suspension of collective bargaining in limited national security circumstances, this August 28th decision covered every single Federal employee at NASA.

Do you believe that every NASA employee that was represented by a union before August 28, 2025, is engaged in work which directly affects national security?

Answer. I believe NASA undertakes work that is vital to the national interest and, in many cases, essential to America's competitiveness and national security.

*Question 2.* Mr. Isaacman, the American people expect NASA to lead and execute on the President's plan to return to the Moon. I am particularly interested in what you are going to do to ensure success on the power generation missions, which are crucially important for any exploration on the lunar surface. Congress has historically highlighted the importance of a mix of power solutions, including utilizing solar array technologies. These systems increase the odds that we can beat China back to the Moon and claim key locations around the south pole while also being less expensive and faster.



How do you view solar power generation fitting into the overall lunar surface power portfolio going forward?

Answer. There is scarce real estate on the lunar surface that provides access to both solar power and vital resources. I believe it is imperative that NASA return to the Moon before our great competitor and establish the infrastructure necessary to realize the scientific, economic, and national security benefits of a sustained presence. That certainly includes solar power, of which I am a strong proponent. That said, not every scientific mission will be able to rely on solar energy—whether due to distance from the Sun in deep space, power-generation requirements (resource manufacturing), or other constraints—which is why I am also a strong advocate for urgent investment in space-based nuclear programs (propulsion and surface power).

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. ROGER WICKER TO  
STEVEN H. HAINES

**Question #1:**

Recent global events have highlighted risks in our supply chains supply chains. These events, such as natural disasters and the COVID-19 pandemic, caused significant delays and shortages. These obstacles can cause consumers in the U.S. to have to pay higher prices for everyday goods and lack access to critical products, such as medical supplies. The U.S. is heavily reliant on single countries for critical supply chain segments, including manufacturing components, critical minerals, and active pharmaceutical ingredients. This concentration poses a significant risk of disruption. Reported estimates suggest that more than 90 percent of U.S. manufacturing companies do not have complete visibility throughout their entire supply chain.

The Industry & Analysis (I&A) unit at the International Trade Administration houses a dedicated Supply Chain Center charged with increasing the resilience of critical supply chains, integrating industry expertise and data analytics to develop supply-chain risk-assessment tools. The unit develops innovative supply chain risk assessment tools and coordinates case studies on critical supply chains.

*Question.* Mr. Haines, as the Assistant Secretary of Commerce for Industry and Analysis, you would drive policy for U.S. manufacturing industries and supply chains. What actions do you think are necessary to rebuild domestic manufacturing capacity and advance U.S. supply chain resiliency?

Do you agree that strengthening America's supply chains will ensure our economic competitiveness?

Answer. I believe that strengthening America's supply chains is critical to our competitiveness and our national security.

If I am confirmed as Assistant Secretary for Industry & Analysis, I will be charged with helping the Administration implement the America First Trade Policy and strengthen critical supply chains.

As Assistant Secretary, I will ensure that I&A provides the most sophisticated analysis possible on supply chains, and works closely with American companies to make their supply chains stronger and more resilient by developing enhanced data resources and tools.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TODD YOUNG TO  
STEVEN H. HAINES

ITA's mandate is to support U.S. industry competitiveness, but it increasingly has to supply analysis for tariff actions and inclusion decisions that are justified on national security grounds.

*Question.* If confirmed, how do you envision using ITA's analysis within the existing petition-and-comment process for tariff inclusions to ensure that decisions are grounded in clear, consistently applied criteria rather than trending over time toward very broad or automatic coverage of petitions?

Answer. If confirmed as Assistant Secretary for Industry & Analysis, I will ensure that any future role I&A plays in any tariff inclusion process is grounded in clear, consistently applied, and evidence-based criteria. This includes a focus on objective factors such as U.S. and allied production capacity, lead times, quality requirements, and risks of circumvention or over-reliance on non-market economies.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO  
STEVEN H. HAINES

**Data Integrity.** We have seen the integrity of Federal economic data threatened by this Administration. This summer, the Commissioner of the Bureau of Labor Statistics was fired after publishing jobs data that the president did not like. If confirmed, you would be responsible for providing critical analysis and data to support trade policy decisions.

*Question 1.* If the Secretary or the President threatened to fire you if you released accurate economic data they did not like, would you risk losing your job to maintain data integrity?

Answer. The President and the Secretary are committed to ensuring the accuracy and integrity of Federal data. If confirmed, I look forward to sharing their commitment to data accuracy and integrity.

*Question 2.* Yes or No: Will you commit to never compromise the integrity of government economic data?

Answer. If confirmed, I will follow the law.

**Supply Chains.** The U.S. manufacturing sector employs nearly 13 million American workers and accounts for 10.3 percent of our GDP, yet one supply chain shock can cause widespread disruption causing shortages and price increases.

As we discussed during the hearing, my bill, the Promoting Resilient Supply Chains Act (co-sponsored by Senators Blackburn, Blunt Rochester, and Young), would expand the responsibilities of the Assistant Secretary for Industry and Analysis. These new responsibilities would include promoting the stability of critical supply chains and emerging technologies by identifying, preparing for, and responding to supply chain shocks. I appreciate your commitment to implementing the legislation to the fullest extent if enacted, and hope that you can elaborate on your view of the bill for the record.

*Question 1.* Yes or No: Do you support my Promoting Resilient Supply Chains Act, and will you work with me to get this bill signed into law?

Answer. The resiliency and security of America's supply chains is a top priority for the Industry & Analysis unit. I have been closely monitoring the potential enactment of the Promoting Resilient Supply Chains Act to ensure that I&A is ready to deliver on these new responsibilities if enacted.

*Question 2.* What specific improvements do you think we should make to better protect our supply chains?

Answer. President Trump is taking steps to restore American manufacturing and encourage the growth of key industries domestically. These efforts will incentivize demand for U.S.-made products and technologies and increase supply chain resiliency.

In far too many areas, the United States has become reliant on imports of critical components and materials from adversaries, requiring bold action to secure American supply chains.

Dependence on foreign sources introduces external vulnerabilities, heightening the risk of disruptions that could have significant consequences for U.S. economic security.

Better understanding our exposure to producers in adversarial nations and identifying supply chain chokepoints is critical to helping American industry better restore, support, and safeguard their supply chains against unexpected shocks.

If confirmed, I will continuously monitor and evaluate data sources to ensure it can map critical sectors. This data driven approach helps inform targeted actions by the U.S. government, whether through trade enforcement, supply chain interventions, investment reviews, or domestic industrial development.

**Tariffs' impact on American Families.** The Trump Administration's unpredictable tariffs agenda has been felt the hardest by hard working American families and small businesses. In my home state, Teri's Toybox, a small toy store that has been in business for over 40 years, is experiencing 30 to 50 percent cost increases. This is forcing the store owners to absorb extra costs heading into the holiday shopping season and threatening the affordability of children's gifts.

The Supreme Court is weighing a case right now that will determine if there has been presidential overreach.

*Question 1.* Do you support the President's tariff agenda? Why or why not.

Answer. Yes. President Trump's trade actions have been necessary and deliberate responses to years of unfair trade practices that have harmed American workers, manufacturers, and critical supply chains.

*Question 2.* Do you believe the Administration's tariff policies are contributing to the affordability crisis impacting the American public? Why or why not.

Answer. Under President Trump's leadership, we have seen record investment pour into the United States from around the world. We are also seeing wage increases outpace the rate of inflation, which has slowed after reaching 40-year highs under the Biden administration.

*Question 3.* You have been working for this Administration since January. Are you aware of whether the Administration has developed specific contingency plans if the Supreme Court strikes down its IEEPA tariffs? If yes, please describe them.

Answer. The President has a number of tools and trade authorities at his disposal, and he stands ready to use them as necessary.

*Question 4.* What do you say to the small businesses like Terri's Toybox that are struggling with massive cost increases due to the Administration's tariffs and looming uncertainty?

Answer. The Administration's trade policies are focused on revitalizing American manufacturing and encouraging the growth of strong domestic industries. If confirmed, I look forward to engaging with stakeholders from across the country to understand how businesses are impacted by trade policies.

**Tariff Analysis and Data.** you served as Acting Assistant Secretary for Industry and Analysis earlier this year. You should be very familiar with the experts who collect key economic data for American trade and policy. However, the Administration has thus far failed to publish important analysis on how tariffs are impacting Americans and the U.S. economy.

Economic analysis should underpin U.S. trade policy. And Congress, businesses and American consumers should know what analyses the Administration is relying on to justify this tariff chaos.

*Question 1.* Would you agree that the office of Industry and Analysis has the expertise and ability to conduct analyses of the impact of tariffs on businesses, consumers, and the U.S. economy?

Answer. Yes. Among its roles, I&A specializes in providing expertise, data, and advanced analytics to support stakeholders and inform decision-making on tariffs and trade, investment, and other matters affecting U.S. competitiveness.

*Question 2.* If confirmed, will you commit to publishing economic impact analyses with data on critical American industries, supply chains, and the economy as a whole?

Answer. If confirmed, I will ensure that I&A analysts continue to provide the most sophisticated, data-driven analysis possible, and work closely with stakeholders, including American companies, to provide analytical products on trade, supply chains, industries, and the broader economy.

**Tariffs Clothing and Textiles Impact.** The Administration's chaotic trade policies have fostered confusion and disruption among key industries including the apparel and footwear industry. The Yale Budget lab estimates President Trump's import taxes will cause especially high price increases—22 percent for leather goods like shoes and 21 percent for apparel.

The outdoor clothing industry is particularly vital to my state, representing \$22.5 billion in GDP and more than 121,000 jobs in Washington alone.

*Question 1.* Do you disagree with the Yale Budget Lab's analysis that apparel and footwear are facing major price increases due to tariffs? If so, what studies or data support your position?

Answer. I recognize the importance of the apparel and footwear industries, including outdoor clothing, and if confirmed I am committed to supporting policies that advance fair trade and investment.

*Question 2.* How long would it take to shift the current supply chains for these goods so more of their manufacturing can be done in the U.S.?

Answer. The Trump Administration has taken several actions to ensure U.S. textile and apparel companies can manufacture competitively in the United States and employ American workers including closing the de minimis loophole and supporting this sector through policies that advance fair trade, investment, and sustainability.

*Question 3.* What actions will you take to protect the apparel industry and small businesses, which currently face undue harm by the Trump Administration's tariff policies?

Answer. The U.S. textile and apparel industry is a major engine of economic growth, supporting hundreds of thousands of jobs and generating billions in output and exports. To protect American producers from unfair competition while also pre-

serving our industrial capacity, the Trump Administration made it a priority to close the de minimis loophole around the world and advance fair trade.

**Spokane Tech Hub.** The goals of the Economic Development Administration's Tech Hub program are to diffuse our innovation capacity to all regions of the United States, onshoring our supply chains, and increasing our capacity for advanced materials manufacturing.

We have established a Washington and Idaho Tech Hub in Spokane focused on advanced thermoplastic composite materials with the ambitious goal of enabling manufacturing by industry at scale.

*Question 1.* Do you agree that the goals of the Tech Hub program are essential to our global competitiveness in the aerospace and aviation sectors?

Answer. Supporting a healthy, robust manufacturing industry is central to the Department of Commerce's mission. I defer to officials at the Economic Development Administration about the specifics of that program.

*Question 2.* Will you be an advocate within the Department of Commerce for the Spokane-Cour d'Alene Tech Hub?

Answer. If I am confirmed, I look forward to working with your office to learn more about this topic.

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RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. AMY KLOBUCHAR TO  
STEVEN H. HAINES

**Question Topic: Tourism**

The travel and tourism industry still face headwinds, including visa delays, workforce shortages, and a decline in international visitors—all of which affect U.S. services exports and regional economies like Minnesota's. The Department of Commerce's Industry & Analysis unit's data and competitiveness analysis will be key to our efforts to address these issues.

- How would you use the analytical tools of the office of Industry & Analysis to identify the barriers to travel and tourism recovery and turn those findings into recommendations that support this sector of the economy?

Answer. If confirmed, I will work with the National Travel and Tourism Office to further strengthen and capitalize on its important programs for the sector.

**Question Topic: Brand USA**

I have long been an advocate for Brand USA, a public-private partnership that promotes international travel to the United States. International visitors generate an estimated \$4,000 per trip and support more than 80,000 American jobs annually. I co-lead the bipartisan *VISIT USA Act* with Senator Sullivan to offset recent funding cuts to Brand USA.

If confirmed, how will you work to strengthen programs like Brand USA—which does not use taxpayer dollars—to ensure the U.S. remains competitive in attracting international visitors, especially with major upcoming events like the World Cup, America's Semiquincentennial celebrations, and the 2028 Olympics?

Answer. If confirmed, I will work with Brand USA to ensure that the program meets its statutory requirements.

